

DEPARTMENT OF DEFENSE APPROPRIATIONS FOR FISCAL YEAR 2014

WEDNESDAY, APRIL 17, 2013

U.S. SENATE,
SUBCOMMITTEE OF THE COMMITTEE ON APPROPRIATIONS,
Washington, DC.

The subcommittee met at 9 a.m., in room SD-192, Dirksen Senate Office Building, Hon. Richard J. Durbin (chairman) presiding.
Present: Senators Durbin, Mikulski, Cochran, Alexander, Collins, Murkowski, and Coats.

DEPARTMENT OF DEFENSE

NATIONAL GUARD AND RESERVE

**STATEMENT OF GENERAL FRANK J. GRASS, CHIEF, NATIONAL GUARD
BUREAU**

ACCOMPANIED BY:

**LIEUTENANT GENERAL WILLIAM E. INGRAM, JR., DIRECTOR,
ARMY NATIONAL GUARD**

**LIEUTENANT GENERAL STANLEY E. CLARKE, III, DIRECTOR, AIR
NATIONAL GUARD**

OPENING STATEMENT OF SENATOR RICHARD J. DURBIN

Senator DURBIN. Good morning. Please be seated.

Today, the subcommittee meets to receive testimony regarding the fiscal year 2014 budget request for the National Guard and Reserve components.

This is my first hearing as chairman of the Defense Appropriations Subcommittee. I look forward to working with my vice chairman, Senator Cochran, my colleagues on the subcommittee, and the Department to ensure that our military remains strong as we wind down our mission in Afghanistan and tighten defense budgets.

Let me also say a word about the tragic events in Boston this week. They serve as a poignant reminder that the Guard is engaged every day serving in the defense of America. More than 450 guardsmen were on duty, helping with the security of the Boston Marathon. By Tuesday, more than 1,000 guardsmen were on the ground assisting with security, bomb disposal, communications, and transportation.

I have every confidence that our law enforcement and intelligence personnel will bring the perpetrators of this horrible crime to justice. But for today's hearing, it is an important reminder that

our Reserve component is critical in defending this Nation at home and abroad.

From the National Guard, I would like to welcome the Chief of the National Guard Bureau, General Frank Grass; Director of the Army National Guard, General William Ingram; Director of the Air National Guard, General Stanley Clarke.

And our witnesses from the Reserve include the Chief of the Army Reserve, General Jeffrey Talley; Chief of the Navy Reserve, Admiral Robin Braun; Commander of the Marine Corps Reserve, General Steven Hummer; and Chief of the Air Force Reserve, General James Jackson.

Thank you all for joining us today.

The National Guard and Reserves are at a moment of potentially dramatic change. Through the last 12 years of war, you have been called on more than any other time in the history of America to deploy into harm's way.

The men and women serving in your command have performed admirably; they have made tremendous sacrifices. As a result, the Guard and Reserve have achieved high levels of training, readiness, and integration with their Active Duty components. The only notion of guardsmen and reservists as "weekend warriors" has been replaced with guardsmen and reservists who sign up knowing full well that they will routinely participate in critical missions here and abroad.

There is much discussion in Washington and the Pentagon and around Washington about the future size, make up, and mission of the Guard and Reserve.

In a speech at the National Defense University earlier this month, Secretary Hagel acknowledged that the size and shape of the force needs to be constantly reassessed to include the balance between Active and Reserve components.

I look forward to hearing from our witnesses how the Department can best utilize and sustain this new Operational Reserve as military forces come out of Afghanistan and the Department works to achieve the appropriate mix between Active and Reserve components.

I have seen, firsthand, the value and capability of the Guard and Reserve in my State of Illinois. A few examples: 22,000 Illinois guardsmen have been deployed supporting Iraq and Afghanistan, including 9,000 combat deployments.

Illinois guardsmen have helped establish the no-fly zone over Libya and helped secure world leaders at the North Atlantic Treaty Organization (NATO) Chicago conference last summer.

The Illinois Guard also responded to Hurricanes Katrina and Irene, and a devastating downstate Illinois flood of the Mississippi and Ohio Rivers. I am sure my colleagues on this subcommittee could share similar stories about the good work at their home from guardsmen and reservists.

As the Guard and Reserves are microcosms of their respective services so, too, are their problems. Rising suicide rates, sexual assault, equipment shortfalls and, of course, sequestration are just some of the current challenges.

Congress has provided additional equipment funding for the Guard and Reserve in each of the last 32 years because year after

year, the President's budget fails to sufficiently fund it. I am certain that today's witnesses agree that without this additional funding, our Reserve components would be woefully underequipped. It is our duty to the men and women of the Guard and Reserve to make sure they are adequately trained and equipped.

I look forward to hearing your perspective on these issues. I thank you for your testimony, and your full statements, of course, will be included in the record.

And now, before I turn to the vice chairman, Senator Cochran, let me say a word about the prior chairman of this Committee, Senator Daniel Inouye.

He was an extraordinary person, one of my real heroes in life. A senator is given a choice to ask colleagues to escort him or her to take the oath of office. I have chosen three colleagues in the time I have served in the Senate. Dan Inouye was one of those. I thought that highly of the man and was honored to have him stand by my side when I took the oath of office.

There is a real vacancy in this room and in this chair because of his passing. But our Nation is better for it, and the Senate is better for his great service to the State of Hawaii.

Senator DURBIN. Now, let me turn to the vice chairman, Senator Cochran, for his opening remarks.

STATEMENT OF SENATOR THAD COCHRAN

Senator COCHRAN. Mr. Chairman, before we get to the business at hand, I'll note that the Defense Appropriations Act for 2013 that was passed last month was the last bill, among many annual Defense Appropriations bills that spanned decades, which reflect the efforts and leadership of Senator Daniel Inouye. The Department of Defense that we have today has his unmistakable imprint.

Chairman Durbin, our new chairman of the Defense Appropriations Subcommittee, has approached these responsibilities with seriousness of purpose and skill. I look forward to continuing working with him as we develop and report the appropriations bill to fund the Department of Defense for fiscal year 2014.

Let me join you in welcoming our distinguished panel of witnesses this morning to review the budget request submitted to the Congress by the administration for the Guard and Reserve forces.

We appreciate the service of all of you in these important jobs and undertakings. And especially, we appreciate the continued involvement and willingness to serve in a volunteer Army, Air Force, Navy, and the other aspects of our branches of military service under this new regime of greater dependence and, therefore, expectation of state of readiness of our Guard and Reserve forces.

I can recall when I was serving in the Navy, I was a naval reserve officer commissioned through the Navy Reserve Officers Training Corps (ROTC) program at the University of Mississippi, and was pleased to get an assignment on a heavy cruiser homeported in Boston. I did not know much about New England, having grown up in the Deep South, and gone to college there, and all the rest.

But the Navy expanded quickly my understanding and appreciation of a global environment. And also the dangers that our country faced with threats from an emerging and more militant Soviet

Union, and forces around the world that were troubling to the confidence that our citizens had in their own peace and security.

But what has allayed those fears, more than anything else, has been the presence and the active involvement of a continued stream of officers and enlisted men and women who have been willing to serve while pursuing their other vocations and professions in the Active and Reserve forces of our military.

PREPARED STATEMENT

So we thank you for your leadership. You are the ones who are really providing the stimulus, the knowhow, the experience, the judgment to be sure that we continue to have the best in the world, and can protect our security interests around the world and here at home.

So thank you, and we look forward to your presentation of your budget request for the next fiscal year. We will carefully review the request, and hopefully report out bills that will adequately fund and maintain the readiness that we need.

Thank you.

[The statement follows:]

Mr. Chairman, before we get to the business at hand, I'll note that the Defense Appropriations Act for 2013 that was passed last month was the last bill, among many annual Defense Appropriations bills that spanned decades, which reflect the efforts and leadership of Senator Daniel Inouye. The Department of Defense that we have today has his unmistakable imprint.

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Senator DURBIN. Thank you, Senator Cochran.

As I mentioned earlier, your official statements will be made part of the record. We ask now for a brief opening remark, and we will start with the Chief of the National Guard Bureau, General Frank Grass.

SUMMARY STATEMENT OF GENERAL FRANK J. GRASS

General GRASS. Chairman Durbin, Vice Chairman Cochran, and members of the subcommittee, thank you for the opportunity to be here today.

Chairman, I do want to say thank you for recognizing the Massachusetts National Guard in their response, and we have 841 guardsmen there today. And I think, as you know, everyone sitting at this table, and we are so proud of those Reserve component folks that live in our communities that are ready to deploy and help American citizens at a flash. They just need a set of orders, they go to work.

The National Guard continues to prove its value to America by providing combat-ready forces overseas, effective homeland defense, and proven lifesaving capabilities to respond to natural disasters.

The difficult fiscal environment we face today comes at a time of emerging and increasingly asymmetric and disruptive State and non-State, and environmental threats. These challenges demand the full capability the National Guard currently provides both at home and overseas, and its adaptability to meet critical future mission sets including cyber and complex catastrophes.

The National Guard, when called into Federal service, rapidly expands the Army and Air Force operational capacity by providing trained, equipped, and professionally ready soldiers and airmen.

Over the past decade, National Guard guardsmen have deployed more than 750,000 times in support of operations in Iraq, Afghanistan, and worldwide contingencies.

Over the same period, Congress has invested heavily in the National Guard, especially through the National Guard and Reserve Equipment Account, which has become the lifeblood of our efforts in equipping and modernizing our dual purpose force.

The investment Congress has made in the National Guard personnel and equipment has resulted in a premiere, homeland response force. In the past year, National Guard soldiers and airmen responded to more than 100 natural disasters across the Nation.

Additionally, the National Guard continued to assist State, Federal, and local authorities with over 2,300 guardsmen supporting missions on the Southwest border and counterdrug operations across the Nation. We provided 10,200 guardsmen in support of a number of national, special security events.

The National Guard is also valuable and effective in providing support to the Combatant Commander's Theater Security Cooperation Plans. The State partnership program is a small footprint, unique model that provides a high-impact, low-cost theater engagement for the combatant commands, and has been in existence for over 20 years now.

We have 65 State partner nations. Forty of our State partner nations have provided 31,000 troops for U.N. peacekeeping operations worldwide. And over 11,000 troops for our efforts in Afghanistan.

PREPARED STATEMENTS

Given the current fiscal challenges and worldwide threats, I believe the National Guard must be maintained as an operational force. The Guard's current combat capability is an economical and critical element of our U.S. national defense and provides a strategic hedge against national security risk.

Thank you, sir, and I look forward to your questions.
[The statements follows:]

PREPARED STATEMENT OF GENERAL FRANK J. GRASS

OPENING REMARKS

Chairman Durbin, Ranking Member Cochran, distinguished members of the subcommittee; I am honored to appear before you today representing more than 460,000 Citizen-Soldiers and Airmen in the Army and Air National Guard. The National Guard serves with distinction as the DOD's primary Reserve component and as the Governor's force of first choice in times of crisis. Each day Citizen-Soldiers and Airmen serving from throughout the Nation, its communities, the States, territories, and the District of Columbia contribute to our Nation's overseas and domestic security objectives. The National Guard stands poised to fully implement its authorities, to execute its responsibilities, and to build upon its 376-year legacy as an operational force deeply engrained within the foundation of American strength and values.

ALWAYS READY, ALWAYS THERE

Over the past decade, the National Guard Bureau has evolved to better support a truly operational force. Today that evolution continues as the Bureau adapts to support the responsibilities concomitant with a position on the Joint Chiefs of Staff.

We have undertaken an expansive review with numerous stakeholders including the States, the Active Army and Air Force, and the Office of the Secretary of Defense. Informed by senior leaders and armed with the lessons of the force's many overseas deployments and non-federalized stateside responses to natural disasters, we have identified enduring priorities for the National Guard Bureau.

A major priority is to ensure that the National Guard is providing the best possible capabilities to the Department of Defense. To that end, the National Guard Bureau has worked with Congress and the Department to improve our most important programs. Recently, new guidance, in the form of a DOD Instruction, was promulgated to enhance the National Guard's unique State Partnership Program. This innovative, low-cost, and small-footprint program leverages funding from other programs (such as annual training and DOD's humanitarian assistance program) and enhances partner capabilities, advances defense reform efforts and achieves greater military interoperability to support U.S. security cooperation efforts. Among other benefits, State Partnership Program alignments have resulted in joint National Guard and partner country deployments in support of multi-national operations in Afghanistan. These critical partner-country deployments reduce pressure on U.S. forces worldwide and hedge against the need for more direct and costly U.S. military involvement in future contingencies. With the additional guidance, this program will better support the goals of the partner nations, the Combatant Commanders, and our national interests.

The National Guard Bureau's efforts reflect the Department's overall goals of meeting the defense strategic guidance and protecting the Nation in a fiscally constrained environment with ever present threats. We must deliberately make tough choices and budget accordingly during the dynamic and tough fiscal challenges currently facing the Department of Defense and the Nation. A core competency of the National Guard is to rapidly, robustly, and competently expand the Nation's full-spectrum military capability to defend vital national interests in the most affordable, lowest risk manner possible. The National Guard remains ready—every day, to expand the capacity of the President and our Governors to meet the needs of the American people whether shaping the security environment, engaging across the world and within our communities, or bringing full-spectrum military power during times of critical need.

AN OPERATIONAL FORCE FOR DOMESTIC AND OVERSEAS MISSIONS

Over the last decade, the American people have made a tremendous investment in ensuring the National Guard is an operational and integral force. There is no question now that National Guard Citizen-Soldiers and Airmen training, equipment, and capabilities mirror that of their Active component counterparts.

The Department of Defense continues to meet the challenges posed by the persistent, evolving, and emerging threats and to engage around the world. The operational capabilities of the National Guard are an integral aspect of that effort. Both the Army and Air National Guard have contributed thousands of soldiers and airmen to Iraq, Afghanistan, the Balkans, Guantánamo Bay, Djibouti, the Sinai, and other locations across the globe. Today's Citizen Soldier is likely to have deployed at least once since 9/11 with an expectation that he or she will deploy again. With recruitment and retention rates at record levels, it is clear they are able to carry the load.

Today's fiscal environment requires the Reserve component to be maintained as an operational force. This means the National Guard has to be trained, ready, and equipped to face the full spectrum of threats facing our Nation. The Nation's investment in its National Guard has resulted in an operational force that is ready, available, and accessible. Throughout history, the National Guard has answered every call, participated in every contingency, and supported the full spectrum of international responses. As a part-time force that has met or exceeded established readiness and proficiency standards, the National Guard is a crucial operational asset for future contingencies.

The National Guard also provides the Governors with an organized, trained, and disciplined military capability to rapidly expand the capacity of civil authorities responding under emergency conditions. Each year, the National Guard responds to a myriad of domestic emergencies. In fact, shortly after I assumed duty as the Chief of the National Guard Bureau, the National Guard responded to a near-complex catastrophe caused by Hurricane Sandy. During those operations nearly 12,000 Soldiers and Airmen from 21 States responded to calls from their Governors for assistance to save lives, clear debris, and perform transportation and security missions. Air National Guard aircraft hauled personnel and more than 2,160 tons of equipment, food, water, and other need supplies during Sandy recovery missions. The re-

sponse to Hurricane Sandy also demonstrated how robust Emergency Management Assistance Compacts between Governors enabled States to help each other build, rapidly employ and sustain military capabilities tailored to the size and kind of disaster. During Hurricane Sandy, these EMACs allowed West Virginia National Guard power restoration teams to go into New York and expand the capacity of civilian agencies to reconnect and restore power there, the beginnings of a critical infrastructure strike team concept that begs further development. More recently, thousands of Citizen-Soldiers and Airmen from across the Northeast responded to the massive blizzard that dumped over 3 feet of snow in some areas.

Last year alone, the National Guard responded to more than 100 natural disaster missions. The Air National Guard provided almost 237,000 duty days in response to floods and dropped more than 2.4 million gallons of retardant and 1.49 million gallons of water over wildfires. The Army National Guard also provided nearly 7,000 Soldiers in support of national security events such as the Republican and Democratic National Conventions, the G-8 and NATO Summits, and the Asian Pacific Economic Cooperation Summit.

The National Guard quickly and efficiently responds to new contingencies, providing a constant presence throughout the homeland. The Air National Guard has also been protecting American skies since 2001, flying more than 5,050 sorties in support of the Aerospace Control Alert mission. The National Guard continues to provide support to interagency partners along the Southwest border. Since 2010 the National Guard has supported U.S. Immigration and Customs Enforcement and U.S. Customs and Border Protection to detect, deter, and disrupt transnational criminal organizations. The Counterdrug Program also provides unique capabilities to local law enforcement agencies to enable Federal, State, and local counter-narcotics officers to better fight transnational organized crime and other national security threats.

As a scalable response force, the National Guard can quickly provide lifesaving capabilities to complex catastrophes through Civil Support Teams, Chemical, Biological, Radiological, Nuclear Enhanced Response Force Packages, and Homeland Response Forces.

There is a Guard member in nearly every ZIP Code; the National Guard links Main Street America to the military. In order ensure the DOD is cost effective and connected to the American people, the Army and Air National Guard in 50 States, Guam, Puerto Rico, the Virgin Islands, and the District of Columbia must remain strong as an operational force.

FISCAL RESPONSIBILITY IN SHAPING THE FUTURE

The National Guard is dedicated to providing State and Federal leaders with an organized, trained, and disciplined military capability. As a part-time force, the National Guard is able to provide this capability in a cost-effective manner. The National Guard must be adequately funded and sized to continue to provide this integral operational capability.

The National Guard provides a cost-effective, proven solution to our country's budgetary crisis while helping to ensure our security. The National Guard allows the Nation to maintain a robust military capability at the least possible cost to the taxpayer and is a viable resource for reducing the Department's cost of doing business. Maintaining a significant force structure in the National Guard allows for a scalable force, able to provide tiered responses at local, State, regional or national levels as required by the events themselves. As a cost-effective force, the National Guard is able meet steady State demands and act as a hedge for unforeseen world events. At any time, the National Guard can augment the Active Duty to surge and regenerate forces. Adequately funding the National Guard ensures the Department of Defense has access to a uniquely agile and skilled force postured to embrace new missions outlined in the President's Defense Strategic Review. During a time of constrained budgets, using the National Guard an operational force will help to ensure the Nation is getting the most defense capability at the lowest cost.

NATIONAL GUARD PERSONNEL AND READINESS

The Citizen Soldiers and Airmen of the National Guard are our greatest asset. I am committed to providing a healthier, more resilient, more diverse, and values-based force able to perform the most difficult tasks on behalf of our citizens, the States, territories, and the Nation. Citizen-Soldiers and Airmen exemplify and live by American values and, as a result, are recognized as community leaders. Serving out of a sense of civic responsibility, Citizen-Soldiers and Airmen become the model citizen others strive to emulate. Located in over 3,000 communities, the National Guard is the link between citizens and their Armed Forces. It is imperative that

we maintain this high quality of servicemember and continue to support those currently serving and attract the best and brightest to join the National Guard's ranks.

Today, every member of the National Guard has joined or re-enlisted after 9/11. These Citizen Soldiers and Airmen have gained a vast amount of experience over the past decade. They have used that experience to defend our Nation overseas, respond to emergencies at home, and contribute to their communities. While the National Guard focuses on high-quality recruits, it is imperative to retain the hard-earned combat-seasoned leaders and servicemembers currently within National Guard units. While providing a highly capable force the National Guard can continue to maintain cost-effective readiness by regaining talented Soldiers, Sailors, Airmen, and Marines returning to their home communities following extended periods of Active Duty. This natural progression provides the force structure and opportunities needed to allow for a continuum of service and strengthening America's Armed Forces.

To maintain this high-quality operational force, it is my responsibility to provide the highest quality services to the Citizen-Soldiers and Airmen and their families. I am committed to keeping the faith of the All-Volunteer Force which includes caring for our wounded warriors, preventing suicides, preventing sexual assault and sexual harassment, and aggressively pursuing appropriate disciplinary and administrative actions in cases of sexual assault and sexual harassment.

Today, both the Army and Air National Guard are providing care to wounded warriors. Through programs like Warrior Transition Units, Community-Based Warrior Transition Units, and the Air National Guard Wounded Warrior program, servicemembers are getting professional support and assistance from the point of injury to life after separation or retirement.

The National Guard has taken significant steps to prevent suicides. Resiliency training and the Applied Suicide Intervention Skills Training program are working to recognize individuals in crisis, intervene to keep them safe, and refer them to the help they need. The National Guard Bureau Joint Surgeon's Office (NGB-JSG) has established a National Guard Psychological Health Program. With NGB-JSG guidance, the Army and Air Guard have placed licensed behavioral health providers, known as State and Wing Directors of Psychological Health (S/WDPHs), in every Wing, State and territory. DPHs work for the Wing commanders, senior leaders, and others to advise leadership on psychological health issues. These counselors also provide immediate expertise for Soldiers and Airmen as consultants for individual and family psychological issues, offering professional clinical assessments and referrals to help navigate complex systems of care. In the last 18 months, DPHs have provided 14,177 consultations and 2,881 clinical referrals. During that same time, DPHs actively mitigated 954 high-risk situations; to include suicidal, homicidal, and assault cases.

Over the last year, the National Guard Bureau has worked with the Department of Defense, the Army, the Air Force, and the States to redouble our efforts to prevent sexual assault and sexual harassment and improve our reporting and response when it occurs. Commanders and action officers running the National Guard Sexual Assault Prevention and Response Program are committed to creating a command climate that encourages victims to report incidents to trained Sexual Assault Response Coordinators or hundreds of victim advocates in the Army and Air National Guard. These trained personnel are available to assist National Guard sexual assault victims with their reporting options and resources.

In keeping faith with an All-Volunteer Force, we must support the National Guard families that sacrifice with the Soldiers and Airmen. The National Guard Bureau created Family Assistance Centers in all 50 States, three territories, and the District of Columbia to act as "one-stop" shops. These Centers provide information and referral, assistance with identification cards and the Defense Eligibility Enrollment Reporting System, assistance with TRICARE and dental issues, legal assistance, financial issues help, and employment issues referral to Employer Support of the Guard and Reserve. The Army and Air National Guard are also working to ensure that National Guardsmen can help support themselves and their families when they return from deployments. To assist returning servicemembers find employment, the National Guard has available: the Guard Apprenticeship Program Initiative which partners with the Department of Labor Office of Apprenticeship to facilitate job skill training opportunities for Soldiers and Airmen that enables them to earn national certification in chosen occupations; the Job Connection Education Program which improves the servicemembers and spouses' ability to research, obtain, and retain civilian employment through one-on-one career counseling, job skill searching, job fairs, and local employer partnerships; and, the Employment Partnership of the Armed Forces which links servicemembers and employers to mutually beneficial employment resources and career employment opportunities.

CLOSING REMARKS

As the new Chief of the National Guard Bureau, I want to thank you for your continued support of our Citizen-Soldiers and Airmen. I look forward to opportunity to work with you throughout my term. I look forward to your questions.

PREPARED STATEMENT OF LIEUTENANT GENERAL WILLIAM E. INGRAM, JR.

OPENING REMARKS

Chairman Durbin, Ranking Member Cochran, members of the subcommittee; I am honored to appear before you today, representing the over 356,000 Soldiers in the Army National Guard. For 376 years Citizen Soldiers have been central to how the Nation defends itself at home and abroad. Through resolve and readiness, Army National Guard Soldiers deliver essential value to our Nation and its communities.

The men and women of the Army National Guard contribute immeasurably to America's security. They have been an integral part of the active Army, supporting the National Military Strategy and Army commitments worldwide. In more than a decade of fighting two wars, the Army National Guard has demonstrated the capacity to conduct every mission assigned. Since September 11, 2001, Guard Soldiers have completed more than 514,000 mobilizations in support of Federal missions. Currently, more than 23,000 members are mobilized at multiple locations around the world defending our national interests.

At the same time, the Army National Guard continues to fulfill its centuries-old obligations to the communities in which we live and work. Guard Soldiers live in nearly every Zip Code, playing a vital role as the military's first responder. In fiscal year 2012 Army Guard members served over 447,000 duty days under the control of the Nation's Governors responding to domestic emergencies—and that was, historically, a slow year. This current fiscal year, which began with Hurricane Sandy, will likely post far higher numbers. The training and equipment used to ready the Guard for overseas service has paid dividends here in the United States; it is the Guard's preparedness for war that has made it so effective in responding to domestic emergencies.

Whether at home or abroad, the National Guard lives up to its motto—Always Ready, Always There.

The Army National Guard of 2013 is the best-manned, best-trained, best-equipped, best-led and most experienced force in its long history. This is a direct result of the resourcing and legal authorities that Congress has dedicated to this purpose over the past decade-plus of conflict. The Army Guard has used those resources wisely, and is an operational force that provides capabilities and strategic depth to meet U.S. defense and homeland security requirements. The Army National Guard complements the Active component, ensuring the Total Force remains capable of providing trained and ready forces in support of the Nation's security strategy. As an operational force, the Guard is resourced, trained, ready, and used on a continual basis, conducting the full spectrum of military operations in all environments as a part of the Total Force.

If there is a single message I could deliver to you today, it would be this: it would be a terrible waste of effort and resources to let this superb operational force, built at great expense in blood, sweat and treasure over a decade of conflict, atrophy as a result of across-the-board cuts that fail to take into mind the value relative to its cost of the Army National Guard in meeting America's national defense and domestic response needs.

It only takes a continued modest investment to maintain an operational force when compared to the Strategic Reserve the Nation had prior to 9/11. But that investment is more than made up for in the added responsiveness, flexibility and readiness resident in a Reserve component where 84 percent of the personnel serve in a part-time status.

The past decade of conflict has done much to dispel many of the myths associated with the National Guard, its role, capabilities, costs, and limitations. As the military enters a period of constrained resources and the Services conduct their analysis of the proper mix of Active and Reserve forces needed to accomplish national strategic goals, the Army National Guard as an operational force offers an effective and efficient solution to a wide variety of mission sets.

STATUS OF THE FORCE

One persistent false impression is that the Army National Guard is a "tired force" who's Soldiers, families and employers are worn out from the strain of more than

a decade of conflict. No doubt, there has been strain. However, the Guard's Soldiers continue to show a strong appetite for service, and the Guard's appeal as a winning team that embodies selfless service to both Nation and community continues to draw America's youth to its ranks. The Army National Guard recruitment rate is 102 percent of goal, while the retention rate stands at over 94 percent (as of March 29, 2013). Every member of the Army Guard has made a conscious decision to continue to serve since September 11, 2001. This is a key point, as today's Guard differs from that of the pre-9/11 period in that today's Soldiers anticipate being deployed abroad in service to their country.

Indeed, nearly 50 percent of the Soldiers in the Army Guard today are veterans of a deployment, many having served multiple tours. Retaining this core of experience is critical to maintaining an operational force, and this year and the next present a particular challenge as the large cohort of enlistees that grew the Army National Guard in 2007–8 comes due for re-enlistment. While bonuses and incentives play an important role in deciding to stay in the Guard, the desire for relevant training and utilization at home and abroad drew many of these men and women to enlist in the first place, and will play a role in their decisions to stay. A key component of the operational force is that it sees regular use, through a progressive readiness model—such as Army Force Generation—that prepares Soldiers and units for deployment every 5 years. This gives Soldiers, their families and civilian employers the predictability they need to plan their civilian lives and careers, while developing critical military skills exercised through tough, realistic training or operational employment.

ACCESSIBILITY

In the 2012 National Defense Authorization Act, the Congress wisely increased the degree of access that the military services have to their Reserve components for both domestic emergencies and preplanned operations. Because the dual Federal-State status of the National Guard makes it fully accessible to the States, the additional authority granted in title 10, section 12304(a) for domestic emergencies will likely not be exercised for the Army National Guard. The authority granted in title 10, section 12304(b), however, increases the ways Services can access the Reserve components for preplanned missions to meet combatant commander requirements. This authority removed one impediment from maintaining an operational force that can be flexibly employed by combatant commanders as required. An additional benefit to this access is the honing of the operational force through continued employment. There remain no significant statutory barriers to accessing the Army National Guard or any of the other Reserve components for either domestic or overseas missions.

While the National Guard takes great pride in its militia heritage and the service it renders to local communities while under the command of the Nation's Governors, this dual status does not limit the Federal Government's access to Guard units for any mission. By established law, the Federal Government takes priority over the States whenever there is a need for Guard forces. The needs of domestic response are assured through the careful apportionment of essential capabilities to each of the States. This, coupled with the proliferation of Emergency Management Assistance Compacts among the States, assures that the Nation's Governors have access to essential capabilities should their own National Guard be deployed or otherwise unable to meet the demand for a particular capability during a disaster. By way of example, 21 States provided National Guard forces to the effected region when Hurricane Sandy caused massive damage to coastal New York and New Jersey late last year.

When needed, the Army National Guard has always answered the call—both at home and abroad.

AN OPERATIONAL FORCE FOR DOMESTIC AND OVERSEAS MISSIONS

The most immediate advantage of an operational force is its readiness to conduct the full spectrum of missions, overseas and domestic, when called upon. The Army National Guard has demonstrated this capability in full during the conflicts in Iraq and Afghanistan, mobilizing units ranging in size from 2–3 man teams to 3,500 man Brigade Combat Teams to Division headquarters exercising command and control over multiple Brigade Combat Teams and supporting forces. Guard BCTs performed every mission in Iraq and Afghanistan that their Active component counterparts performed, to include security force, advising and training of host nation military and police forces, and full-spectrum operations in both countries.

In fiscal year 2012, nearly 25,000 Army National Guard Soldiers were deployed in support of a multitude of ongoing missions around the world. The vast majority,

over 21,000, served in support of Operation Enduring Freedom, with others serving in the Horn of Africa; in support of Operation Joint Guardian in Kosovo; in support of the Multinational Force and Observers in the Sinai; in Honduras; the Philippines; and mobilized for operational missions within the United States.

While this contribution is noteworthy, there is significantly more capacity within the Army National Guard should the Nation require. By way of recent example, at one point during 2005 over 100,000 Army National Guard Soldiers were deployed and 8 of 15 Brigade Combat Teams in Iraq were from the Army National Guard. Later that same year, with 80,000 Army National Guard Soldiers still mobilized overseas, the Army Guard surged more than 50,000 Soldiers in the space of a week to deploy to the gulf coast in the wake of Hurricane Katrina. In summary: in the year in which the Army National Guard experienced its largest mobilization since the Korean War, it also experienced the largest domestic response in its history. This capacity and capability continues to reside in today's Army National Guard, with the ability to respond with appropriate notice for overseas missions—or no notice for domestic emergencies—when it is resourced as an operational force.

Response time is a critical consideration when determining the right mix of forces to meet planned or unanticipated contingencies. The past dozen years of war has demonstrated that even the largest Guard formations can be trained to standard, validated and deployed well within the timelines required by Combatant Commanders. The experience of deploying, and deploying repeatedly, over the past decade has honed this training regimen and reduced post-mobilization training time considerably since 2003. Many companies complete their post-mobilization training in approximately 30 days; Army National Guard BCTs, large units required to achieve a collective training standard on more complex tasks, take a little longer, averaging 50–80 days of post-mobilization training. Predictability of scheduled deployments is preferable for Soldiers, families and civilian employers, and is key to maintaining an operational force in the Reserve component. The ability of the Army National Guard to respond to worldwide contingencies provides tremendous flexibility to the Nation as we seek to achieve defense goals with a constrained budget.

DOMESTIC OPERATIONS

In the 2012 calendar year, Citizen Soldiers responded to floods, wildfires, tornadoes, hurricanes, and snow storms. The biggest storm of 2012, Super Storm Sandy, devastated communities along the east coast. Guard members from 21 States responded and many remained on duty for several weeks. Many who responded live in the communities hardest hit by the storm.

Just a few weeks into 2013, National Guard Soldiers were called up to help dig out people in the Northeast, where up to 40 inches of snow fell during a weekend storm. Citizen Soldiers were needed to help clear roads of snow and tree limbs and to transport people for medical treatment. Guard personnel also assisted crews to restore electric service to the 650,000 customers who lost power.

During 2012, the Army National Guard also provided 44,327 duty-days of support to special events. Most notably, the Guard served during both the Democratic and Republican National Conventions, as well as the Asia Pacific Economic Cooperation Summit and the NATO Summit.

The Army National Guard's support of the Southwest border mission was much lower than in previous years. Still, their work spanned the 1,933-mile border of California, Arizona, New Mexico, and Texas. The current Southwest border support focuses on criminal analysis and aerial detection and monitoring.

Army National Guard aviation was particularly active in the domestic arena, flying more than 7,880 hours supporting Customs and Border Protection and assisting in 13,780 apprehensions and the seizure of 82,471 pounds of marijuana. Throughout 2012, Army Guard helicopters flew more than 30,880 hours for domestic operations, transported 6,554 personnel, moved 201,731 pounds of cargo, and dropped nearly 6 million gallons of water while extinguishing wildfires.

SUPPORT TO SECURITY COOPERATION AND BUILDING PARTNER CAPACITY

In 2012, the Army National Guard provided approximately 18,575 Soldiers to support 69 military exercises in 104 countries. The Guard's dual mission capability, combined with Soldiers that possess a wide variety of civilian, professional, and educational experiences along with grassroots community support, ideally positions it to play a significant role in global security cooperation.

Army National Guard partnership capacity-building activities serve to deepen and strengthen a foreign nation or region's positive perception of the United States as a valued partner, serving to prevent future conflicts. Army National Guard security cooperation programs are unique because the relative stability of a Guard Soldier's

career, in most cases in a single State, allow that Soldier to forge enduring relationships with their foreign counterparts over long periods of time. In some cases, the crucial bonds have been cultivated and maintained for more than two decades.

In 2012, 4,200 Army National Guard Soldiers participated in the National Guard Bureau's State Partnership Program (SPP) that includes 65 partnerships and 2 bilateral agreements with a total of 67 partner countries. This program promotes security cooperation activities for military-to-military training, disaster response, border and port security, medical, and peacekeeping operations.

This year marks the 20th anniversary of this innovative and highly beneficial program, which has yielded immense benefits for the United States and partner nations. Administered in cooperation with the U.S. Department of State and working hand-in-hand with the Air National Guard in each State, SPP is not strictly an Army program. Nevertheless, the Army Guard's extensive experience with the State Partnership Program, and the worldwide bonds that it has forged, are a vital element of the Army's Regional Alignment of Forces concept.

The commitment of SPP partner countries has been sustained and durable—throughout the past decade of conflict. Twenty-seven SPP partner countries have deployed alongside Guard Soldiers in Iraq and Afghanistan. At the close of fiscal year 2012 there were 20 SPP partner countries contributing more than 8,500 troops in Afghanistan.

Guardsmen possess a range of valuable professional skills and expertise acquired as civilians. Within the ranks of the Army National Guard are first responders (firefighters, law enforcement, emergency medical technicians, and analysts), medical professionals, legal professionals, engineers, agricultural specialists, educators, mechanics, and plumbers. The combination of these skills civilian acquired skills with individual and collective military expertise uniquely postures Guard formations to accomplish missions requiring smart power skills. A prime example is the innovative Agribusiness Development Teams (ADTs) currently employed in Afghanistan.

Agribusiness Development Teams provide training and advice aimed at supplementing current Afghan farming practices by introducing advanced techniques and new, profitable crops. These teams are making significant contributions to Afghanistan's economy and achieving sustainable, yearly growth of the Nation's economic output. As a result of the ADTs, Afghanistan has increased harvests of apples, grapes, pomegranates, cherries, almonds, wheat, corn, alfalfa, and saffron.

Since the ADT program was implemented, 49 teams, consisting of 2,995 personnel, have contributed to more than 680 agriculture projects generating more than \$42 million for the people of Afghanistan. This past month, seven ADTs were serving in Afghanistan. These teams were comprised of Soldiers from Kentucky, Indiana, Nebraska, Wisconsin, Georgia, Mississippi, and South Carolina—all States with large agricultural sectors.

MAINTAINING THE OPERATIONAL FORCE: RESOURCING

Resources remain the principal reason why the Army National Guard is now an operational force, and will determine whether it stays that way. Resources have allowed the Army Guard to reach its authorized end strength levels and retain valued experience in the ranks. Resources have allowed the Guard to take care of families, promote resiliency, and provide post-deployment reintegration services. Resources have permitted the Guard to achieve individual and unit proficiency with advanced training devices and simulations, attend Army schools, and participate in live and constructive exercises at the Army's premier training centers. They have allowed the Guard to surge personnel on Active Duty in order to better prepare units for scheduled deployments. They have equipped the Guard to a higher level of modernized equipment on hand than at any time in its history.

Quite simply, the Army National Guard can only be as ready as it is resourced to be. The Guard will achieve desired levels of responsiveness if properly resourced—and it will do so by maximizing taxpayers' investment in programs directly contributing to Army National Guard readiness and a laser-like focus on proper stewardship of those funds.

MAINTAINING THE OPERATIONAL FORCE: MEDICAL READINESS

Individual Soldier medical readiness is critical to build and maintain a ready and relevant operational force. The Guard has made great strides in leveraging leadership, best practices, and innovation to build efficiencies in how it uses funds, and to improve the accuracy in how Soldiers are accounted for, in order to increase medical readiness and manage the non-deployable force. Only 41 percent of Army National Guard Soldiers were considered fully medically ready in 2007; today 79 percent of the Guard is fully medically ready. That is the highest percentage of indi-

vidual medical readiness ever recorded by the Army National Guard. Your continued support is essential, as the Army Guard strives to attain 85 percent or greater medical readiness by December 2014.

MAINTAINING THE OPERATIONAL FORCE: SUPPORT TO SOLDIERS AND FAMILIES

Soldiers join the Army National Guard for many reasons. One thing they all have in common is the desire to serve—a desire to be part of a winning team, a force for good in this world. The Army National Guard represents this.

Adequate pay, benefits, training and other incentives play an important role for those deciding to enlist or reenlist in the Army Guard. Important benefits include Tri-Care Reserve Select, educational assistance, commissary access, legal assistance, life insurance, Thrift Savings Plan, home loans for veterans, and morale programs such as recreation facilities and Space Available travel.

People are the Guard's most precious resource. Nowhere can the Guard demonstrate this principle more strongly than in the effort it devotes to suicide prevention. This has been a persistent challenge for the Army Guard, since leaders typically only see the majority of their Soldiers during a single drill weekend each month. This limits a leaders' ability to intervene in a crisis. That's why the Army Guard is focusing on training and programs to increase resilience, reduce risk and increase leadership awareness. These programs are intended to enhance coping skills in Soldiers, their families, and civilian workforce—skills with an application to everyday life as well as the military.

The Army National Guard established a Master Resilience Trainer (MRT) Course at Fort McCoy, Wisconsin in July 2011, later adding a second course, in order to quickly increase the number of fully qualified MRTs able to serve their fellow Soldiers. By establishing these courses, the Army National Guard expects to meet the base requirement of 3,532 by the end of this fiscal year. This base requirement represents one MRT for every company across the Army Guard. Through this program, we touch every Soldier and teach fundamental resilience skills to the force.

The Army National Guard also trained 334 Applied Suicide Intervention Skills Training (ASIST) program trainers in fiscal year 2011. An additional 150 ASIST trainers were trained in fiscal year 2012. These trainers will train approximately 35,000 gatekeepers in advanced intervention skills.

In late 2011, the Army National Guard teamed with the Office of the Secretary of Defense for Reserve Affairs, as well as the Air National Guard, to launch a highly successful peer support line, Vets4Warriors. The peer support line serves all Army National Guard and Reserve component members nationwide. As the foundation of each Soldier's support network, Army National Guard families are being trained to assist in identifying high-risk individuals. States have capitalized on community-based resources and solutions to provide services outside of military installations.

The Army National Guard has been, and remains, deeply concerned with the civilian employment status of its Soldiers. The ability of Guard Soldiers to gain and maintain civilian employment is essential to the Army National Guard as an operational force. Furthermore, employment challenges extend beyond returning mobilized Soldiers; the Guard continues to work diligently to find solutions to assist its geographically dispersed population.

The Veterans Opportunity to Work (VOW) Act of 2011 mandates the Transition Assistance Program (TAP) for all Soldiers separating from a title 10 Active Duty tour of more than 180 days. The Army National Guard is working closely with the Department of the Army and OSD to implement the transition mandates set forth in the legislation. The goal is to enhance and increase participation of Guard members in an array of employment assistance programs made available by the Army and the Department of Defense.

Additionally, the Army National Guard offers several national programs to assist the States with their local employment programs. The National Guard Employment Network helps States that need resources to people find employment, and to help companies hire outstanding candidates for success. The Network partners with private companies, and also helps Guard Soldiers and family members write resumes, develop interview skills and dress for success.

Similarly, the Job Connection Education Program assists Guard Soldiers and family members in researching, obtaining, and retaining civilian employment. It provides support services such as job skills training, workshops, and job search assistance with positions offered by more than 400 established business partners. This started as a pilot program in Texas, but has expanded to Iowa, Wisconsin and Tennessee. The program has helped 2,100 Army Guard Soldiers or family members secure employment, including 55 last month in Texas alone. Many of these jobs are

in the financial and information technology sectors, and offer professional positions that feature good salaries and benefits.

MAINTAINING THE OPERATIONAL FORCE: EQUIPPING THE FORCE

The Army National Guard has received significant investments in its equipment over the last few years, increasing Equipment on Hand (EOH), Critical Dual-Use (CDU) equipment, and the overall modernization level.

Overall CDU EOH is at 90 percent of goal, an increase from 86 percent 2 years ago and a significant increase from 65 percent at the time of the Hurricane Katrina response in 2005. Army National Guard EOH for Modified Table of Organization (MTOE) units is currently at 88 percent of goal (an increase from 85 percent 2 years ago). Of the 88 percent EOH for MTOE units, 83 percent is currently at home station (not mobilized) and considered available for domestic operations. Of the total quantity of EOH, 70 percent is considered modernized, while 18 percent of the on-hand equipment is not modern.

While modernization levels overall are good, and within 1 percent of Active component levels, there are still areas of concern. The Army Guard's UH-60 Black Hawk fleet is the oldest in the Army, and current modernization plans have the Army National Guard falling further behind. Sixty-five percent of the active Army UH-60 fleet will be digital by 2020, at which time the Army National Guard UH-60 fleet will be less than 23 percent digitized. By 2025, the active Army will be completely digitized, while the Army National Guard will not be fully digitized until 2036. This ever-widening gap may eventually render a preponderance of Army National Guard UH-60s non-deployable for overseas contingency operations because of theater-specific restrictions.

The procurement and fielding of the UH-60M has already been delayed. Subsequent delays will result in Army National Guard lagging further behind the Active component in modernizing the UH-60 fleet. And, due to sequestration, induction of UH60As into the UH-60A to L remanufacture line will stop in April 2013, further eroding UH-60 readiness.

Equipment reset—field and depot level maintenance—is another area of concern. Currently, the Department of the Army is developing strategies and plans for the way forward as it copes with cuts in maintenance due to sequestration. As it currently stands, approximately 1,000 pieces of Army Guard equipment from eight brigades and 450 individual units will not enter Automatic Reset Induction during fiscal year 2013. The brigades impacted hail from Minnesota, Oklahoma, Ohio, Hawaii, New York, Missouri, and two from Texas. The Army's reset priorities are driven by the readiness requirements of units that are next to deploy, the global response force, and forward—deployed units. As fewer Army National Guard units deploy, especially given the sequestration-driven decision to cancel Army National Guard deployments, the equipment reset backlog will certainly increase over time.

MAINTAINING THE OPERATIONAL FORCE: AVIATION

In the broader category of equipment, sustaining the Army National Guard as an Operational Force depends upon having the same equipment as the Active component, including rotary wing aircraft. The Army National Guard currently has 1,277 rotary wing aircraft against an authorized fleet of 1,394 aircraft. The inventory includes a mix of the most modern capabilities (AH-64D Block II Longbow Apaches, CH-47F Chinooks, UH/HH-60M Black Hawks and UH-72A Lakotas), older but capable airframes (AH-46D Block I Apaches, CH-47D Chinooks, UH-60A/L Black Hawks, and OH-58D Kiowa Warriors) and 98 legacy aircraft (OH-58A/C Kiowas and AH-64A Apaches).

Rotary wing aircraft remain a Critical Dual-Use asset whether mobilizing for the warfight or responding to domestic emergencies. Programmed Army procurements will ensure the Army National Guard fleets are modernized on pace with the other components, except in the case of the Black Hawk fleet.

MAINTAINING THE OPERATIONAL FORCE: INSTALLATIONS

The Army National Guard has facilities in more than 2,600 communities nationwide. In many towns and cities these facilities are the only military presence, with the Guard serving as the most visible link between hometown America and the Nation's armed forces. Facilities are critical to readiness and support unit administration, training, equipment maintenance, and storage. They serve as platforms for mobilization during times of war as well as command centers and shelters during domestic emergencies.

While the Army National Guard transformed from a Strategic Reserve to an Operational Force during more than a decade of deployments, many facilities have

not been updated in several generations. Currently, more than 46 percent of Army Guard readiness centers are over 50 years old. Many fail to meet the needs of a 21st century operational force, cannot accommodate modern equipment and technology, are poorly situated, and are energy inefficient. Many facilities do not meet U.S. Army Training and Doctrine Command standards required for military occupational specialties and non-commissioned officer development. In some facilities, modern equipment cannot fit into old storage and maintenance bays.

The Army National Guard has only two-thirds of the building space it requires, representing an 83 million square foot facilities shortage nationwide. Of the square footage that the Army National Guard does have, it is estimated that 40 percent of it is functionally obsolete due to its age, condition, and lack of modernization. At current levels of funding, it will take 154 years for all Army National Guard facilities to meet the majority of the wartime/primary missions of the units assigned to those facilities.

Investment in Army National Guard facilities is truly an investment in local communities as well as in the Army National Guard. The majority of Army National Guard military construction is completed with local materials and local construction companies. Military construction funds flow directly into the communities in which the facilities are built, and many facilities serve as civilian facilities when not in active use by the Army National Guard. A lack of funding in this area will not only have a direct negative economic impact, but will erode the investment the American people have made in modernizing Army National Guard equipment and training.

CLOSING REMARKS

With our Nation operating during an era of budgetary pressure, the Army National Guard is structured for success in the future. With committed Citizen Soldiers as our foundation, the Army National Guard presents tremendous value to the Nation at large and within American communities where we live, work and serve. A flexible force serving our citizens for 376 years, the Guard's history shows that it has always adapted to change in America and around the world and risen to the challenge. The last decade-plus of war has demonstrated these traits in full: we are ready; we are accessible; we are capable; we are eager to serve.

We stand ready, as always, to take on any mission.

PREPARED STATEMENT OF LIEUTENANT GENERAL STANLEY E. CLARKE, III

Chairman Durbin, Ranking Member Cochran, members of the subcommittee; I am honored to appear before you today, representing the men and women of our Nation's Air National Guard.

I wish to take this opportunity to update you on status of your Air National Guard, specifically, the status of the men and women that are the foundation of the Air Guard, the condition of their equipment, the Air National Guard's support to civil authorities, the impact of current fiscal uncertainty, and finally, a look to the future and how the Air National Guard can help secure our Nation.

PERSONNEL

The men and women of the Air National Guard (ANG) continue to prove their value to America and remain our priority together with their families and employers. As of last week, the ANG has filled over 562,000 Overseas Contingency Operation positions since 9/11, with an 87-percent volunteer rate. Currently there are 2,290 Guard Airmen deployed around the globe performing a myriad of tasks including Overseas Contingency Operations, counterdrug, support to the National Science Foundation expeditions in Antarctica, and routine operational missions supporting our Nation's global interests.

At home, Guard Airmen have responded to countless local and national emergencies. Whether helping in local search and rescue operations, securing vital infrastructure, or assisting civil authorities in the national response to Hurricane Sandy, your Guard men and women can be relied to answer any call for help with a dedicated, professional, organized and resourceful force.

As of March 8, 2013, ANG end-strength was 104,204—1,496 under authorized. Throughout fiscal year 2013, Air Guard recruiters met or exceeded monthly enlistment and officer accession goals, but monthly losses were higher than expected resulting in the current under-strength. Fiscal uncertainty, force structure changes and mission turmoil, combined with the drawdown of the war in Afghanistan, are the primary causes of the increased loss rate. In response, the ANG implemented a number of short and long-term programs. First, recruiting goals were increased

to account unexpected losses. To assist the local recruiters, the ANG increased the number of career fields eligible for bonuses or incentives and expanded the pre-qualified officer database to streamline the recruiting process. Long-term programs include providing State leadership with local recruiting and retention production statistics for accountability, as well as introducing the Career Motivation Program for commanders, thus allowing unit commanders to utilize Unit Career Advisors and periodic interviews/surveys to identify loss trends. These tools will help the local commanders focus their recruiting and retention efforts on their greatest needs. Overall, I am very confident in our ability to not only meet end-strength but to recruit and retain the skill sets necessary to perform the missions the Nation asks of its Guard Airmen.

Beyond recruiting and retention, the ANG struggles with many of the same personnel challenges as the Active Duty Air Force and the other Services, including the tragedies of suicide and sexual assault.

The stresses of deployments, combat, the economy, and civilian and ANG employment uncertainty have taken a toll on our Airmen and their families. Last year, the ANG had 22 members take their own lives, the highest suicide rate since 1992. Every loss is a tragedy and affects the entire ANG family both personally and professionally. At the forefront of our suicide prevention initiatives is the evidenced-based Air Force Suicide Prevention Program. This program is a public health approach with 11 overlapping elements that enhance the capacity to identify and respond to personnel in distress across multiple levels. In addition to the Air Force Program, the ANG engages in community capacity building both on and off base. This network coordinates the activities of the various military and non-military assistance agencies to produce a synergistic problem-solving environment within the community to help resolve individual, family, military, and community issues that adversely impact the quality of life for Airmen and their families and by extension the readiness of the force.

In 2010, the ANG also launched its Psychological Health Program. The Program places licensed mental health professionals in each wing to consult with leadership on psychological health issues, promote early help-seeking behaviors, and provide mental health referrals and case management. Preliminary findings indicate the wings with a Director of Psychological Health in place longer than 1 year show statistically significant decreases in Adverse Actions taken and TRICARE costs for healthcare, and an increase in medical readiness for deployment. At the end of the day, we are trying to ensure our Airmen and their families are prepared psychologically for the traumas and stress ahead and are appropriately assessed after deployments and they and their families are connected to the services needed for successful reintegration.

The second significant personnel issue is sexual harassment and assault. The ANG has joined the Air Force in a multifaceted campaign of zero tolerance for inappropriate behavior in the Total Air Force. In January, the Air National Guard launched its Take A Stand—Make A Difference campaign by bringing together all Air National Guard wing commanders and educating them on the need change the culture within their Air Guard units. Commanders were made aware of unprofessional behavior and unhealthy workplace environments which, as General Welsh said, “are leading indicators of sexual assault and other behavior and performance issues.” The January meeting was followed with unit-level assessments of their work places. The overall intent of the Air National Guard’s campaign is to build on the distinctive heritage of the ANG while countering outdated practices of unprofessional behavior that have negatively marked its history.

Airmen of my generation joined the National Guard with the expectation of training one weekend a month and 1 week during the summer, and possibly being mobilized once during their careers. Today’s paradigm of service is very different, and yet, the ANG continues to recruit and retain the very best of our Nation, and they continue to raise their hands to volunteer for whatever the Nation asks of them.

AIR NATIONAL GUARD EQUIPMENT

We owe our Airmen the best equipment—the right equipment for their jobs, properly maintained to ensure operational readiness, and modernized to meet tomorrow’s challenges both overseas and domestically.

Currently, the ANG has 91 percent of all authorized equipment, i.e., the equipment the Air Force determined is necessary for the ANG to fulfill its Federal mission—this is comparable to Active Duty Air Force levels. Approximately 88 percent of all the authorized ANG equipment has a valid use in both Federal and domestic support operations—what is termed “dual-use” equipment. ANG unit readiness also benefits from the Air Force’s general guidelines to use mostly Active Duty Air Force

equipment in support of overseas contingency operations (OCO). Currently, 1.6 percent of ANG equipment is deployed in support of OCO. Another 0.7 percent of ANG equipment is deployed throughout the 54 States, territories and the District of Columbia in support of domestic operations.

Having the authorized equipment is only a part of the combat ready calculus—the ANG must also have the funds to maintain the equipment, and Congress has been especially helpful in this area for fiscal year 2013. For example, the additional \$282 million in Weapon System Sustainment in H.R. 933 will fund Depot repairs for 31 aircraft, 32 aircraft engines, and 12 Advanced Targeting Pods.

There is, however, an important distinction between equipping levels, maintenance or sustainment and modernization. Though equipping levels for the Federal mission remain high, the quality and sustainability of the equipment is rapidly decreasing as the ANG possesses the oldest equipment in the Air Force inventory. The Air National Guard maintains the oldest “block 30” variant of the F-16 and has the preponderance of the C-130H fleet while the Active Duty is recapitalizing to an all C-130J fleet. The ANG also operates unique aircraft such as the RC-26 for counterdrug operations. These and other major weapon systems risk irrelevance if not modernized or recapitalized to address obsolescence issues, meet combatant commander requirements, and keep pace with global airspace navigation and control requirements.

The funds that Congress provided directly to the ANG via the NGREA have made a significant impact on our ability to support both the warfighter and civil authorities. We strive to use these funds as efficiently as possible by pursuing lower cost 80 percent solutions to the immediate needs of our warfighters at about 25 percent of the cost—needs that are identified directly by our warfighters and first responders out of our weapons and tactics classes. Your investments through NGREA have been a critical component to the Air Guard increased readiness. For example, without NGREA, the Block 30 F-16, the backbone protecting America’s skies, would be irrelevant today.

For the past 3 years, the ANG has emphasized modernization, upgrades, and procurement in two broad areas, communications and firefighting. These efforts were focused in both combat operations and domestic operations. In communications, the ANG sought to leverage networks and data links to bring current information and data directly to aircraft cockpits and our Battlefield Airmen in the field. (Combat Control Teams (CCT)/Tactical Air Control Party (TACP)/Pararescue Jumper (PJ)). By rapidly testing and fielding innovative communication solutions, our airmen provide improved situational awareness for air defense operations, a common operational picture for Joint Force Headquarters-State, and the capability to bridge communications between military and civil authorities.

AIR NATIONAL GUARD SUPPORT TO CIVIL AUTHORITIES

I am frequently asked, “why does a Governor need fighter planes?” The simple answer is that the Governors do not need fighter aircraft, the Nation does, specifically at home, to defend the U.S. homeland. The Governors need the people and equipment that go along with the fighter aircraft. As mentioned earlier, approximately 88 percent of all equipment has valid uses for both the ANG’s Federal and domestic support missions; and 100 percent of the Air Guard men and women are “dual-use.”

Whenever there is a domestic emergency, we hear the public cry, “call out the National Guard” and it is not just the Army National Guard that is “called out.” In fact, last year Guard Airmen are frequently called upon to assist their communities in preparing for natural disasters and in post-disaster responses. Common ANG support to civil authorities includes disaster response planning, helping community preparations from helping to fill sandbags before potential flood to assisting in public information and education efforts. After disasters hit, Guard Airmen are frequently assisting with search and rescue efforts, setting up and manning emergency aids stations, transporting and operating portable power generators, setting up emergency communications systems, coordinating airlift operations, evacuating injured citizens, and helping with cleanup.

The ANG also participates in a number of routine or standing domestic support missions. The ANG operates nearly 100 percent of the air defense system protecting U.S. airspace. Specially trained C-130 air crews equipped with Modular Airborne Firefighting System (MAFFS) flew 570 sorties dropped more than 13.5 million pounds of fire retardant and 1.49 million gallons of water on wildfire across the United States in support of the National Forestry Service. Guard Airmen also provide intelligence, civil engineering, communications, and transportation support to U.S. counterdrug operations. Additionally, the ANG medical, civil engineer, and se-

curity forces make up over 20 percent of the Nation's domestic Chemical Biological Radiological Nuclear High Explosive (CBRNE) emergency response teams.

While our Guard Airmen rely primarily upon Federal dual-use equipment when responding to domestic emergencies, there are a few missions that require equipment not in military inventory. Specialized missions such as Weapons of Mass Destruction Civil Support Team (WMD-CST), CBRNE Enhanced Response Force Package (CERFP), and the Homeland Response Force (HRF) use equipment and other non-dual-use equipment for emergencies or response to major disasters. Their funding is based on using a combination of Army, Army National Guard, Air Force, and ANG appropriations, along with Defense Department appropriations (e.g., the Chemical and Biological Defense Program (CBDP) funds). The National Guard Bureau continues to work with the Department of Defense to pursue modernization for equipment used by domestic response teams as technology and threats evolve.

In firefighting, the ANG brought on board an improved Mobile Airborne Firefighting System (MAFFS-2) in time for the calendar year 2012 wildfire season and purchased upgraded and newer firefighting vehicles, protective equipment, and equipment for rescue operations.

IMPACT OF BUDGET UNCERTAINTY

On behalf of the entire Air National Guard family, I thank you for H.R. 933. This legislation will go a long way to ensure our Guard Airmen and their equipment remains ready to respond to either domestic or overseas crises. But, I remain concerned for the long term as continued budget uncertainties are having a direct negative impact upon ANG personnel and equipment readiness and modernization.

Budget uncertainties add to the anxiety within the entire ANG family. From our civilian workforce, including our Technicians, facing furloughs to uncertainty over Air Force funding for Guard Airmen performing title 10 missions on Military Personnel Appropriation (MPA) funding, our Airmen and their families are concerned about their futures. Uncertainty about the future adversely impact unit morale, individual decisions about remaining in the Guard, and relationships within the family.

THE FUTURE OF THE AIR NATIONAL GUARD

As we build the Total Air Force of the future, it is essential to build capabilities that meet the advanced technologies potential adversaries might bring to a conflict. Futurists predict that the proliferation of technology will mean that U.S. forces will face a plethora of long-range precision weapons and sophisticated air defense networks—the environment in which the B-2, F-22, F-35, and the next generation bomber are designed to operate. I believe it is equally important, even in a world driven by rapid technological change, that we not forget the lessons of the past. History tells us high technology capabilities are not always the sole solution to security challenges. More often, the answer is capacity in combination with capability. During the Korean War the USAF deployed its newest jet fighters only to learn what it needed most was large numbers of World War II vintage P-51 Mustangs for close air support. Similarly, during the first gulf war, the Nation marveled at the capabilities of the F-117, but it was the B-52, A-10, F-15, and F-16 were the workhorses of the effort. The principal lesson of the past is we cannot predict the future; the best we can do is instill versatility and flexibility into our planning.

Do not misunderstand, I believe the capabilities of the latest air, space, and cyberspace advancements are essential to the future security of the United States, but I believe capacity is equally important. It is capacity that permits multiple simultaneous actions in different parts of the world, and it is capacity that allows for extended actions without over stressing the men and women in uniform and their families. Recognizing capacity is often as expensive as capability, the question becomes, how do we sustain both capability and capacity in an era of austerity? The simple answer is investment in the Air Reserve components of the Air Force.

A recent study based upon Air Force Total Ownership Cost data examined the total costs of Active Duty (AD), Air Force Reserve (AFR), and Air National Guard (ANG) F-16 and C-130 units. The study concluded that while the cost of employing the three components was similar, the cost per aircraft and the cost per flying hour were significantly less in the Reserve components (RC).

	Cost per PMAI	Cost per Flying Hour
C-130:		
Active Air Force	\$18,770,349	\$24,179
Air Force Reserve	9,394,071	21,365

	Cost per PMAI	Cost per Flying Hour
Air National Guard	8,427,894	20,926
F-16:		
Active Air Force	8,398,198	29,190
Air Force Reserve	6,356,380	22,406
Air National Guard	4,626,238	22,296

There have been two major post-war draw-downs in recent history. The first occurred in the 1970s as the Vietnam war was drawing to a close. The second was in the 1990s at the end of the cold war. In 1970, Secretary of Defense Melvin B. Laird put his faith in the Reserve components and created the Total Force that served the nation through the end of the cold war.

In 1990, our Air Force faced challenges not unlike those of today. And, threats to our national security and national interests had not gone away with the fall of the Berlin Wall, in fact, the future looked just as unknown and ominous as it does today. First, there was a new strategy shifting focus from the Soviet Union to major regional conflicts. There was growing concern about the security implications of a possible breakup of the Soviet Union; economic, political, and geographic expansion of China; and, new challenges in the Middle East. The United States was trying to get the budget deficit under control—at that time it was sequestration under the Gramm-Rudman-Hollings Balanced Budget and Emergency Deficit Control Act of 1985. Faced with significant budget cuts and amorphous but growing threats abroad, Secretary of the Air Force Donald Rice decided to follow Secretary Laird's lead from the 1970s. As Secretary Rice wrote in his 1990 Report to Congress:

“The Air Force Total Force policy, formalized in 1973, has evolved to the current policy for a mix of Active and Reserve component forces, using all available assets, to ensure that maximum military capability is achieved at minimum cost. We intend to allow as much force structure growth in the Air Reserve Component (ARC) as possible while maintaining a realistic balance between the ability of the Guard and Reserve to absorb that growth and the ability of the Active force to meet peacetime and contingency tasking.”¹

It was the Air Force Secretary Rice built that maintained Northern and Southern Watch after operation Desert Storm. This Air Force, built upon heavy reliance on the Air Force Reserve and Air National Guard, also responded to the crisis in Bosnia and Kosovo, fought Operation Enduring Freedom and Operation Iraqi Freedom. Air Guard KC-135s were the first on the scene for Operation Odyssey Dawn protecting Libyan civilians. Secretary Rice's Total Air Force also responded to numerous humanitarian crises around the world including Pakistan, Japan, Haiti, and here at home.

The future of the Total Air Force is not just about aircraft and other equipment; it is about people—our most valuable asset. As the Air Force adjusts to post-Afghanistan and fiscal realities, we in the ANG urge Air Force leadership to remember that its Reserve components are not only warehouses of combat ready equipment but combat ready personnel as well. We need to ensure that as highly educated, trained, experienced men and women leave Active Duty they have somewhere to go; somewhere to continue to serve their Nation. In fiscal year 2011–2012, 777 pilots, most with combat experience and all with many years of service ahead of them, separated from Active Duty. One-third of them chose to continue serving their country as Guard Airmen. What if there was no place for them to go? What if the ANG and Air Force Reserve had no place for those leaving Active Duty to continue to use their skills in service of the Nation?

Many pundits have warned that we not repeat the mistakes of previous post-war drawdowns. However, the mistake of the drawdowns following World War II, Korea, Vietnam, and the cold war, was not that the Services did not plan for the future, but that they failed to recognize that the future may be very different than their projections. The real lesson of past drawdowns is the need to put in place the structures and systems for versatility and flexibility. The Reserve components, since before our Nation was founded, have been the underpinning of versatility and flexibility in military response.

¹The United States Air Force Report to the 101st Congress of the United States, fiscal year 1991.

CLOSING REMARKS

The entire Air National Guard family—the men and women in uniform, their families, our Technicians and title 5 civilians, contractors, and the employers of our traditional, part-time Airmen—have borne the brunt of over 20 years of continuous deployments and have held up very well. I believe they are our Nation's next "Greatest Generation." Working together, we can keep faith with these incredible men and women and continue to build a Total Air Force equal to all the challenges our Nation faces.

Thank you for the opportunity to share my thoughts with you, and for allowing me the honor to represent the outstanding men and women of your Air National Guard.

Senator DURBIN. Thank you, General Grass.

Lieutenant General Talley.

**STATEMENT OF LIEUTENANT GENERAL JEFFREY W. TALLEY, CHIEF,
ARMY RESERVE, UNITED STATES ARMY**

General TALLEY. Chairman Durbin, Vice Chairman Cochran, distinguished members of the subcommittee: Thank you for the opportunity today to appear before you. On behalf of the more than 200,000 Army Reserve soldiers and 12,000 civilians and military technicians and their families, I want to thank the subcommittee for its continued outstanding support of the Army Reserve.

I am especially thankful for the passing of H.R. 933. The bill will provide much needed funding and increased flexibility in helping our Armed Forces deal with the impacts of sequestration.

I am proud to report that America's Army Reserve is a ready and trained operational force. For more than 11 years of war, we have provided critical lifesaving and life-sustaining capability to all services and all components. At home and abroad, our soldiers continue to engage in vital missions in support of our global national defense.

The days of a strategic Army Reserve, a force that was poorly resourced and seldom used, are simply gone. Today's Army Reserve is a key element in the multicomponent force complementing the Active component of all services by providing flexible and responsive combat support and combat service support essential for both combat and contingent mission requirements.

The Army Reserve also provides a great return on investment. We continue to comprise about 20 percent of the Total Army for just 6 percent of the Army's budget. In fact, we provide the majority of the Army's theater enablers.

Furthermore, the overwhelming majority of our soldiers are traditional reservists; that is, they hold full-time civilian jobs, often in the same specialty as their military occupation. So they keep their technical skills sharp at little or no cost to the Defense Department. And by the way, this includes our general and flag officers. That civilian experience and outlook allows the Army Reserve soldier to bring a unique perspective to complex environments.

For example, I was recently in Djibouti visiting one of my civil affairs teams. One of the soldiers is a career firefighter from Seattle, Washington. In addition to his daily civil affairs mission in support of our activities in the continent of Africa, he was also helping the city of Tadjoura set up a firefighting first response program. What a great example of America doing good in the world.

I could share many similar stories like this as the Army Reserve currently has almost 17,000 soldiers serving in direct support of

combatant commands with troops mobilized and deployed in 28 countries with about 6,000 in combat today in Afghanistan.

Last October, the Army Reserve's expanded role under the 2012 National Defense Authorization Act was tested. We provide 100 percent of the DOD's emergency preparedness liaison officers to the Federal Emergency Management Agency (FEMA). And at that time, we also deployed pump units for de-watering missions in Brooklyn and Queens, New York. The Army Reserve provided critical support to our fellow citizens devastated by Hurricane Sandy.

Never in the Nation's history has the Army Reserve been more indispensable to America. As the only component within the Total Army that is also a single command, the Army Reserve has evolved into an effective and efficient part of the Total Force with sustained, deployable forces and citizen-soldiers who embody the warrior mindset and spirit.

Steady demand for Army Reserve capabilities has introduced a new paradigm of reliance on the Army Reserve as a positive investment for America, an essential part of our national security architecture, supported by engaged employers, resilient families, and caring communities, our soldiers and civilians truly are twice the citizen.

In closing, Mr. Chairman, members of the subcommittee, I am a traditional reservist with over 30 years of service in the private and public sector. I realize the challenges we face as a Nation are great, and I understand the future remains uncertain. This is exactly why it is critical to maintain America's investment in our Reserve force.

PREPARED STATEMENT

The Reserve component helps to mitigate this risk to our national security architecture in a very cost-effective manner while maintaining that important connection to our communities and industrial base across the Nation. We have the best Army Reserve in history, and with your help, we will keep it that way.

Thanks again for the opportunity to testify today, and I look forward to your questions. Twice the citizen, Army strong.

[The statement follows:]

PREPARED STATEMENT OF LIEUTENANT GENERAL JEFFREY W. TALLEY

INTRODUCTION

Chairman Durbin, Ranking Member Cochran, and distinguished members of the subcommittee, thank you for the invitation to appear before you today. It is an honor to testify on behalf of more than 200,000 Army Reserve Soldiers.

America's Army Reserve is a life-saving and life-sustaining force for the Nation. We have emerged from 11 years of war as an integral and proven component and command, leveraging unique capabilities in service to America.

A GREAT RETURN ON INVESTMENT

Ready and direct access to a high quality, All-Volunteer, operational Army Reserve for the Army and joint missions at home and abroad is essential to the Total Force and the Nation. The Army Reserve is a Federal force under Federal control, ready and accessible 24/7 with unique capabilities not found in the Regular Army, the Army National Guard, and in some cases, our sister services. As the Army's Federal Operational Reserve Force provider, the Army Reserve can provide a cost-effective way to mitigate risk to national security by providing units trained to platoon-levels of readiness. The Army Reserve is comprised of almost 19 percent of the

Total Army's combat support and combat service support capabilities at approximately 6 percent of the current base budget. Our cost-effective progressive readiness model provides the right level of readiness at the right time. We are a streamlined force—with the lowest ratio of full-time support to headquarters per capita (less than 1 percent) in the Army.

The Army Reserve is the Army's one-stop shop for assured access to trained specialized individuals and units—efficiently managed by a single command—seamlessly integrating and generating essential assets and capabilities across the Nation and globally to complement and enable the Total Army and Joint Force.

The Army Reserve needs continued support from Congress to remain the great return on investment for America's Total Force and the American taxpayer. The Army Reserve possesses unique skill sets, maintaining key support capabilities, such as logistics, transportation, engineer and civil affairs—as well as intelligence and medical assets.

AN OPERATIONAL RESERVE FORCE

In order to maintain our operational proficiency, it is vital to invest in the training and readiness of our Army Reserve force. The Nation cannot afford to give up the readiness gains achieved since the events of September 11. Since 2001, an annual average of 24,000 Army Reserve Soldiers have been mobilized and seamlessly integrated to support the Total Force.

The Army Reserve is a complementary force for the Active Army and provides a significant portion of the Total Army's capability in combat service and combat service support. These enablers are organized into streamlined and deployable units. Its Citizen-Soldiers embody the warrior mindset and spirit and are essential to the Army's ability to support the Joint Force, both in contingent and combat-effects missions. We take great pride in the demonstrated competence and professionalism of Army Reserve Soldiers and units, which are globally engaged in multiple campaigns across a full range of military operations in support of the Total Force. We are the only Army component that is a single command—the United States Army Reserve Command. This structure allows for immediate access to—and use of—Army Reserve Soldiers and units for missions at home or abroad.

Since the majority of our Soldiers are traditional drilling reservists, they hold full-time civilian employment in the public and private sectors, which keep their technical and managerial skills sharp at minimal cost to the Department of Defense. We have a worldwide organization of 205,000 Soldiers and 12,600 civilians. As a community-based force, the Army Reserve maintains a strong connection to America's industrial base and its people.

The Army Reserve's combat support and combat service support capabilities, which include the majority of the Total Army's significant expertise in legal, information support, police, human resources, finance, chaplain, and training operations, are necessary to enhance and sustain the Army's ability to conduct a full range of military missions worldwide in order to Prevent, Shape and Win.

By aligning Army Reserve Theater Commands with Army Corps, Army Service Component Commands and Combatant Commands as part of the Army's Regionally Aligned Forces, Army Reserve Soldiers and leaders are executing critical planning and implementation to ensure the Department of Defense's global requirements are fully supported. This alignment will provide critical staff planning and support, ensuring the unique capabilities of the Army Reserve are maintained and used.

The way ahead for maintaining an Operational Reserve will involve progressive readiness for the Army Reserve, which means having the right level of readiness at the right time. The Army's force generation model offers a balanced, cost-effective approach to training and mobilization that allows for the predictability that our Soldiers, Families, and their civilian employers need and deserve.

MODERNIZATION AND EQUIPMENT

In partnership with the Army, the Army Reserve has made great strides in filling its equipment shortages since 2001, increasing its equipment on hand from 75 percent in 2001 to 86 percent today. In addition we now have 88 percent of our Critical Dual Use (CDU) equipment on hand. This is equipment that is used for both the warfight and domestic support operations.

In regard to equipment modernization, however, the current uncertain fiscal environment significantly challenges our ability to modernize our equipment for unit training and employment as a part of the operational force. Our equipment modernization level currently stands at 65 percent and fiscal constraints that impede our ability to improve this may adversely impact Army Reserve readiness.

The Army Reserve is now an operational force supporting planned and contingency operations at home and abroad. This requires investment in equipment, training, and sustainment. However, we face a major challenge in modernizing our equipment for unit training and employment as a part of the operational force which impacts the Army Reserve's readiness.

As of December 2012, the Army Reserve has 86 percent of its needed equipment, but only 65 percent has been modernized (brought to the current standard of design). To maintain our readiness, we need to improve modernization levels for critical equipment. We received \$285 million in the National Guard and Reserve Equipment Account (NGREA) funding during fiscal year 2011 and fiscal year 2012. Priority should remain on resourcing the Army Reserve with modernized equipment for unit training and employment as a part of the operational force, and to fully equip the Army Reserve to meet the needs of the Army.

SIMULATIONS

In a new modernization initiative, the Army Reserve is using more simulation technology to save time and money. To meet Army Reserve Training Strategy (ARTS) requirements, we will continue to fund simulators and simulation purchases. The acquisitions will be accomplished through congressionally appropriated equipment funding and specified allocations in the military service procurement accounts. Projected systems and costs include:

- Combat Simulations—\$6 million: purchases war gaming suites at the Company/Detachment level for Virtual Battlespace Training 2 (VBS2);
- Constructive—\$36 million: purchases distributive simulation capability equipment to support multi-echelon and geographically dispersed training;
- Live—\$23 million: purchases Home-Station Instrumentation Training Systems (HTS) and supporting radio systems for Combat Support Training Exercise and Warrior Exercise execution on Army Reserve funded installations; and
- Virtual—\$17 million: purchases portable weapons systems training capability.

DISASTER RESPONSE

The National Defense Authorization Act of 2012 recently expanded the Army Reserve's role as part of the Federal Force, giving us the flexibility to provide specialized capabilities for domestic disaster relief including critical lifesaving, property preservation and damage mitigation support. The new mobilization authority for Defense Support of Civil Authority (DSCA) allowed us to activate specialized capabilities to assist in the Hurricane Sandy relief effort by providing three tactical water distribution units, which operated six 600-gallon-per-minute water pumps to help alleviate flooding. The core competency of the Army Reserve lends itself readily to such missions. The Army Reserve is also part of the Defense Chemical, Biological, Radiological, and Nuclear (CBRN) Response Force, maintaining mission-ready Soldiers and equipment available for deployment in the event of a national emergency or disaster.

THE PROJECTED IMPACT OF FUNDING REDUCTIONS

Under "Sequestration", the Army, and by extension, the Army Reserve needs to consider dramatic cuts to personnel, readiness, and modernization programs. Based on fiscal guidance from OSD, the Army Reserve conducted a thorough analysis and risk assessment and has proposed taking cuts to the following Programs: Operational Tempo, Medical Readiness, Equipment Readiness, Depot Maintenance and Sustainment, and Restoration and Modernization. The following impacts are expected for each program:

Disruptions to the cyclic progression of training, which were developed for the Army Force Generation (ARFORGEN) model, may jeopardize the Army Reserve's ability to produce validated, technically and tactically proficient Soldiers who are available for missions.

When sequestration cuts are fully implemented, it will be challenging for us to perform annual health exams and dental readiness treatments for non-deploying Soldiers.

Similarly, once the full effects of sequestration are felt, Depot Maintenance will suffer, as it will be difficult to maintain more than 40 percent of ARFORGEN-critical equipment. The same goes for equipment needed for Disaster Relief and Homeland Defense missions. The inability to maintain some of this needed equipment will negatively impact our ability to respond to these contingencies.

Sustainment, Restoration, and Modernization (SRM) is also going to be degraded, causing subsystem failures that may impact facility readiness in support of Soldier

training. We are going to have to defer other repairs that will lead to less-functional operating environments.

Additionally, with the full implementation of sequestration, the Army Reserve will have difficulty meeting execution goals for fiscal year 2013 and individual project decrements may force the scope of individual projects to be reduced and redesigned to allow for the projects to be constructed within the reduced funding limits. The worst case scenario for the Army Reserve (MCAR) program may result in major scope reductions, contract delays or cancellation.

Additionally, with the full implementation of sequestration, the Army Reserve will experience a backlog of fiscal year 2013 Military Construction, Army Reserve (MCAR) program because reductions will force project delays and deferment of other projects. Sequestration also is going to have a long-term impact on the out-year Military Construction with cascading projects from fiscal year 2013 (\$305 million) forced to be reprogrammed over the next 3–4 fiscal years.

CLOSING

Mr. Chairman, members of the committee: Thank you again for the opportunity to testify and for your continued support to our Army Reserve Soldiers. Complex demands for the future at home and abroad require continued reliance on the Army Reserve. The global fiscal environment brings growing security challenges to our Nation and our coalition partners, necessitating a balance between identifying efficiencies and the continued engagement of a ready, agile and adaptable force. We need Congress's support to preserve the hard-earned skills of our battle-tested Soldiers as we continue to make strides toward Army Reserve Vision 2020. The Army Reserve remains a great return on investment for America, providing an indispensable and versatile mix of enabling capabilities to Army 2020 and Joint Force 2020.

We have the best Army Reserve in history. With your help we can keep it that way as we protect and serve America. Twice the Citizen, Army Strong!

Senator DURBIN. Thank you, General Talley.

Next is the Chief of the Navy Reserve, Vice Admiral Robin Braun.

STATEMENT OF VICE ADMIRAL ROBIN R. BRAUN, CHIEF, NAVY RESERVE, UNITED STATES NAVY

Admiral BRAUN. Chairman Durbin, Vice Chairman Cochran, and distinguished members of this subcommittee.

I am Vice Admiral Robin Braun and I thank you for the opportunity to speak today on behalf of the over 63,000 dedicated men and women of the Navy Reserve. Today with me is my senior enlisted advisor, Force Master Chief Chris Wheeler. We very much appreciate your unwavering support of the Navy Reserve and the sailors from across our Nation.

Since assuming the duties of Chief of Navy Reserve, I focused on supporting the Chief of Naval Operations' tenets of warfighting first, operate forward, and be ready. I would like to offer you three thoughts today on the state of the Navy Reserve.

First, in my 33 years of service, the Navy Reserve has never been more ready, relevant, or aligned with the Navy's Active component than we are today. Currently, over 4,000 dedicated Reserve sailors are mobilized around the globe in support of overseas contingency operations.

Since 9/11, more than 66,000 Reserve sailors have been activated, and over the last year, the Navy Reserve has taken over the majority of the individual augmentations so that the Active component can get sailors back to sea.

Our sailors also provide vital operational support from fleet air logistics missions delivering personnel and cargo around the world, to combatant commander support building partnership capacity with joint and allied forces.

When called upon to provide humanitarian assistance and disaster relief, such as Hurricane Sandy, Reserve sailors are on-station, often in less than 24 hours. A capable Navy Reserve is an operational and strategic necessity, and we remain true to our motto, "Ready now. Anytime, Anywhere."

Second, I would offer that in the current fiscal environment, investment in the Reserve component is a sound use of the taxpayers' money. The Navy Reserve represents 16 percent of the Navy's military personnel while comprising only 2.5 percent of the total Navy budget.

A trained and resourced Reserve allows the Navy to leverage affordability and manage risk. It enables a force with both operational capacity and strategic depth that is ready at a reduced cost when called.

Third, the Navy Reserve enjoys a high level of readiness, attained over the past decade of operational deployments and mobilizations. It is incumbent upon Navy leadership to maintain that readiness level in light of the current global environment.

Knowing that people are our most important asset, I respectfully ask for your continued support of our sailor and family readiness programs. These initiatives, such as the Yellow Ribbon Reintegration Program, are critical to maintaining a ready and a resilient force.

PREPARED STATEMENT

The President's budget request will allow us to provide the necessary readiness, innovation, and agility to ensure the Navy Reserve remains a vital component of the Navy Total Force.

Thank you, again, for the opportunity to testify today. I am sincerely grateful for the support that Congress and this Committee continue to provide to the men and women of the Navy Reserve.

I look forward to your questions.

[The statement follows:]

PREPARED STATEMENT OF VICE ADMIRAL ROBIN R. BRAUN

INTRODUCTION

Chairman Durbin, Senator Cochran, distinguished members of the committee, thank you for the opportunity to speak to you today about the talent, capability, and readiness of the 63,800 dedicated women and men who serve in the Navy Reserve. Each Sailor is assigned to one of our 122 Navy Operational Support Centers, resident in every State and territory. I am honored to be here representing our citizen warriors and would like to extend my heartfelt thanks for the support you continue to provide them.

Today, I intend to provide testimony which will give you a clear picture of where the Navy Reserve has been in the last year, how we are aligned with the Sailing Directions put forth by the Chief of Naval Operations (CNO), and how we intend to develop the Navy Reserve as we look forward to the future.

Since assuming command 8 months ago, I have met with key stakeholders throughout the Department of Defense (DOD), Navy leadership, civilians, and Reserve Sailors across the country. I have seen first-hand that the Navy Reserve Force is more ready, relevant, and aligned with the Active Component (AC) than at any time in our history. There is no doubt that the strength of the Navy Reserve is in our people. Every day our Reserve Sailors prove they are flexible, responsive and innovative. They are a force multiplier for the AC, bringing to the Total Force valuable skills, Navy experience, and civilian know-how and perspective.

My predecessors, specifically in the years since the attacks of 9/11, have laid a strong foundation for a Reserve Force that is more operational and closely integrated with the AC. This is critical to the success of the Navy Total Force. The Navy

Reserve represents almost 16 percent of Navy's total military endstrength, while comprising only 2.5 percent of the total Navy budget. With a ready, responsive Reserve component (RC), the Navy is able to leverage affordability and manage risk. This is particularly valuable given the current fiscal uncertainties facing our country today.

The Reserve component is aligned with the CNO's Sailing Directions and the three tenets put forth therein: "Warfighting First, Operate Forward, and Be Ready." Our foremost goal is to make sure we are ready to answer the call when asked to provide support for Fleet or Joint requirements. Whether that means taking on a greater share of the Navy's Individual Augmentee (IA) requirements or taking an active role in emerging missions, our Sailors are ready. We continue to work with the AC to ensure we have Sailors in the right ratings, trained and ready for tasking. As a Navy Reserve, we are, and will continue to be, true to our motto: "Ready Now. Anytime, Anywhere."

WARFIGHTING FIRST

The CNO's number one tenet is "Warfighting First." The Navy Reserve must be ready to fight and win today, while building the capabilities to meet tomorrow's threats. This is the Navy's primary mission and our efforts must be grounded in this fundamental responsibility. Our Sailors provided more than 5.62 million man-days of support to Navy missions worldwide in 2012, to include 3,740 Reserve Sailors deployed as an IA in support of Global Force Management Allocation Plan (GFMALP) requirements. Every theater and Combatant Command Area of Responsibility (AOR) received Reserve IA support. Since September 11, 2001, the RC has completed more than 66,000 individual mobilizations, and over 5,000 Sailors have completed multiple Active Duty recalls.

The Navy Reserve provides daily operational support and is a potent force multiplier that is leveraged on a daily basis to support Navy missions. Examples of the Navy Reserve's support to Navy and Joint Warfighting efforts include:

- RC Sailors are currently augmenting the first LCS deployment aboard USS *Freedom* (LCS 1). Additionally, RC personnel are serving aboard the Navy's Afloat Forward Staging Base (interim) USS *Ponce*, deployed to the 5th Fleet AOR.
- Two Navy Reserve helicopter squadrons, HSC-84 and HSC-85, serve as the Navy's only dedicated air support to Special Operations Forces (SOF). In this capacity, they have deployed continuously in support of Overseas Contingency Operations since 2003, amassing over 13,800 combat flight hours. HSC-84 recently transitioned to a different part of the U.S. Central Command (CENTCOM) AOR to perform a critical role in overseas contingency requirements, specifically for crisis response and partner nation engagement in support of theater objectives and Contingency Plans. HSC-85 will play a key role in the Navy's rebalancing to the Asia-Pacific theater by providing similar support to Naval Special Warfare (NSW) forces and other joint and coalition partners in the region.
- Critical to Navy's role in Information Dominance and Cyber Warfare, Reserve units aligned with the Defense Intelligence Agency (DIA) stood up the Joint Military Analysis Cell (JMAC) in late 2011 at Rome, New York Joint Reserve Intelligence Center. The JMAC serves as a "reach-back" intelligence cell to support forward deployed National Guard Infantry Brigade Combat Teams (IBCT) deployed to Afghanistan. From March 2012 to the present, the JMAC has been led and manned with Navy Reserve Intelligence Specialists from upstate New York. The eight-member joint cell is a 24-hour operation providing real-time intelligence support to the IBCT command organization in-theater and is critical to reducing the footprint of troops on the ground in Afghanistan. The JMAC has been recognized for its outstanding support to combat operations by the Office of the Secretary of Defense (SECDEF), CENTCOM, the National Guard Bureau and multiple Adjutant Generals from supported States. Forward deployed units presently supported in Afghanistan include the 29th IBCT out of Hawaii and the 56th IBCT out of Texas.
- Navy Reserve Sailors from NSW, Naval Criminal Investigative Service (NCIS), and DIA units provided support to counter-narcotics missions in Central and South America under the direction of Joint Inter-agency Task Force-South (JIATF-South). These various commands gather intelligence, provide analysis and product development, train foreign nationals, and participate in exercises. This holistic approach has led to improvements in interdiction efforts throughout the region.

—Reserve component Surface Warfare Officers (SWOs) are deployed seamlessly on surface ships every day of the year. The RC SWOs serve alongside AC SWOs and their integration is transparent. Also deployed on surface ships are nine Selected Reservists (SELRES) Supply Corps Direct Commission Officers (DCOs) recalled for 3 years each to fill first tour sea billets. Over the past 2 years, the AC Supply Corps has not received the number of accessions it has requested. They have had to fill first tour “at sea” billets with Senior Lieutenants and Limited Duty Officers. Through this recall program the AC was able to fill sea duty billets with RC officers and free up more senior officers for their normal career path duties. This has been a win/win for the AC and RC as it has also allowed RC Supply Corps DCOs to gain valuable sea duty experience as supply officers. This experience will make them a potential recall asset for more senior sea billets if required later in their career.

From Reserve Sailors forward deployed in CENTCOM, to those embedded with NSW and DIA, the Navy Reserve is a fully integrated component of the Total Force’s warfighting efforts across the globe.

OPERATE FORWARD

In alignment with CNO’s second tenet, the Navy Reserve is operating forward every day supporting the Navy’s efforts to deter, influence, and win in challenging environments. Over the past few years, approximately one-quarter of our Reserve Force has been providing global operational support on any given day. At the peak of the 2010 Afghanistan surge, 5,673 RC Sailors were deployed as Individual Augmentees. Today, 3,145 Reserve Sailors are serving as IAs, and while the total number is drawing down, the number of Reserve Sailors on IA is expected to remain approximately the same for fiscal year 2014. The Navy Reserve will assume most Navy IA requirements as part of the Total Force concept, allowing AC Sailors to fill critical billets at sea. In the future, as the Department of Defense winds down Overseas Contingency Operations (OCO), the Navy Reserve expects to continue to execute operational deployments on a regular basis as part of Global Force Management practices. Examples of the Navy Reserve’s support for forward operations include:

- Navy Reserve medical personnel provided critical combat care in support of Combatant Commander and humanitarian and disaster relief missions. Approximately 100 RC medical personnel continue to staff the Navy Expeditionary Medical Unit (NEMU) at Landstuhl Army Regional Medical Center (LRMC), Germany, the largest military hospital outside of the continental United States. NEMU RC medical personnel provide comprehensive primary and tertiary care treatment for all injured U.S. servicemembers, contractors, and members of coalition forces serving in Afghanistan, as well as U.S. Africa Command (AFRICOM), CENTCOM, and U.S. European Command. The NEMU at LRMC includes the Deployed Warrior Medical Management Center which coordinates patient movement for wounded, injured, and ill servicemembers.
- In a “Navy First,” HSL-60 recently hosted, and successfully deployed, the first Reserve Fire Scout vertical takeoff unmanned aircraft (VTUAV) detachment aboard the frigate USS *Simpson*, supporting AFRICOM requirements on a 6-month deployment to the Africa Partnership Station. After this initial success, Commander, Naval Air Force Reserve continues to provide trained RC Fire Scout personnel in support of AFRICOM and SOF requirements. Ultimately, a significant percentage of Reserve personnel are expected to be assigned to Helicopter Unmanned Reconnaissance Squadron One (HUQ-1). The squadron is being established to support SOF Intelligence, Surveillance, and Reconnaissance (ISR) orbits and also serve as the Fire Scout Fleet Replacement Squadron.
- The Navy Reserve Fleet Logistics Support Wing continues to provide 100 percent of the responsive and time-critical airlift support for worldwide Navy and Marine Corps requirements. By maintaining a consistent presence in all major theatres, fleet air logistics assets represent a significant cost-savings to the Navy. Navy Reserve C-130T aircraft transported U.S. Marine Corps (USMC) cargo and personnel in and out of Libya during recent significant events, earning accolades from the Marine unit leadership for the flexible support and flawless execution by the aircrews. Also, two Navy C-40As surged within hours of a forward deployed Navy ship running aground, transporting critical parts and personnel to Puerto Princesa, Philippines, to assist the recovery effort as well as evacuate crew to the recovery site in Guam. In a separate action, immediately following the discovery of contact mines in the harbor of Tallinn, Estonia, a point of departure for many cruise and commercial ships, a Navy C-130T transported Explosive Ordnance Disposal Mobile Unit (EODMU) Eight to de-

arm the World War II era mines that European forces had deployed in the Baltic Sea over half a century ago. In another example of Navy Reserve's air logistics capability, a C-130T squadron utilized the aircraft's unique outsized cargo capacity to assist a NSW unit in transporting a Navy Mini Sub Trailer and Dry Dock Shelter for SEAL Delivery Vehicle Team One's deployment in support of Operation Enduring Freedom.

- Navy Reserve Patrol and Reconnaissance squadrons, under the Counter-Narcotics/Counter-Transnational Organized Crime Support program, provide aircraft, aircrew and maintenance detachments available for Joint Interagency Task Force South (JIATF-South) tasking within the U.S. Southern Command (SOUTHCOM) AOR. The program directly contributes to the airborne Detection and Monitoring mission through a provision of the P-3C as an ISR platform. Last year, our squadrons augmented the Active component for 16 weeks.
- HSL-60, a Reserve SH-60B squadron recently completed another "Navy first" when they deployed with the Night Airborne Use of Force capability using Night Vision Heads-Up displays. Partnered with the U.S. Coast Guard (USCG) tactical law enforcement teams in support of SOUTHCOM counterdrug operations, this new capability enabled U.S. aircrews to interdict and disable suspect vessels in international waters at night, resulting in record seizures of narcotics and contraband.
- 305 sailors from Maritime Expeditionary Security Squadron (MSRON) 12 are currently deployed to the CENTCOM AOR. MSRON 12's mission is to provide waterside and landward protection to Navy, Military Sealift Command, and other designated High Value Assets in the ports of Fujairah and Jebel Ali. MSRON 12 includes three Embarked Security Teams augmenting Commander Task Group (CTF) 56.11 in Bahrain. MSRON 12's efforts are essential to ensuring CENTCOM and CTF 56 Anti-Terrorism/Force Protection requirements are properly supported.
- Navy Reserve Chaplain and Religious Program Specialist (RP) teams add a vital dimension to the RC's forward presence by providing religious ministry, pastoral care and advice to Navy, Marine Corps and Coast Guard forces. In 2012, the Reserve Chaplain/RP team was deployed across the world, from the Arctic to the Horn of Africa, to Senegal and Morocco, from the Caribbean to the Pacific, including Afghanistan and Guantánamo Bay. The RC Chaplain/RP team also provides enormous support to the Marine Corps, with almost two-thirds of our Reserve chaplain and RP billets assigned to the Marines. The Commandant of the Marine Corps has said that when he commanded the 3rd Marine Air Wing in combat in Iraq, he relied heavily on his Navy Reserve chaplains and RPs, knowing he could count on them to care for his Marines and their families. Since 9/11, over half of the 517 Chaplain/RP mobilization events were in support of the Marine Corps. Mobilized Navy Reserve Chaplains and RPs make up three of the four Chaplain/RP teams assigned full-time to the USMC Wounded Warrior Regiment. The teams provide religious ministry support to wounded, ill, and injured Marines at sites across the United States and overseas. They also provide training in the areas of suicide prevention, post-traumatic and post-deployment stress, and combat operational stress control.

While Reserve support for operational forces is vital to mission success, over two-thirds of the Reserve Force serves the Nation in a more traditional, yet equally important role: providing trained and ready capacity at an affordable cost. Our part-time Sailors offer a force at the ready, keeping vital capabilities available for employment by the combatant commanders, allowing for an affordable force at a manageable level of risk. These traditional Selected Reserve Sailors must be trained to deliver the required naval warfighting capabilities now and in the future and we must be ready to rapidly transition them to full-time status when necessary, to regenerate capabilities or expand elements of the Total Force.

BE READY

Adhering to the tenet of "be ready," Navy Reserve will continue to harness the teamwork, talent, and imagination of our diverse force to be ready to respond when called. This is more than simply completing required maintenance and ensuring parts and supplies are available. Those tasks are essential, but "be ready" also means that Sailors are proficient and confident and prepared to deploy.

An example that epitomizes the strength and flexibility of the Navy Reserve and demonstrates our unique ability to "be ready" to serve the Nation and compliment the Navy Total Force is the Reserve component's response to Super Storm Sandy.

Within hours of the storm's landfall, 26 RC Navy Emergency Preparedness Liaison Officers (NEPLOs) were deployed to Federal, State, and local government agen-

cies throughout the Northeast. NEPLOs provide Liaison Officer support to Regional Operations Centers and various Maritime Operations Centers across the country during natural and man-made disasters, certain Presidential events, and regional emergency preparedness exercises. NEPLOs were embedded in all the affected States and Navy Regions affected by Sandy. They coordinated efforts to provide support to the Federal Emergency Management Agency, which requested assets and capabilities resident only in the military. As soon as the storm abated, RC aircrew from HM-14 flew four MH-53 helicopters from USS *WASP* to ferry first responders, vital equipment, and supplies to areas inaccessible by vehicle. In another mission, our Navy Reserve C-9Bs were called to move 110 Seabees and 6,600 pounds of cargo from Port Hueneme, California to McGuire Air Force Base on short notice. A separate C-9B crew transported a P-3 Mobile Operations Control Center from San Diego, California to NAS Jacksonville in support of U.S. Fleet Forces Command efforts to survey coastal damage. Two Navy Reserve chaplains assigned to the USCG also participated in the USCG's response to Sandy. The NEPLO mission is exclusive to the Navy Reserve component and these flexible and responsive operations exemplified our Navy Reserve motto: "Ready now. Anytime. Anywhere."

A critical component of the Naval Air Force's ability to operate forward in the warfighting arena is the skilled and proficient training of Naval Aviators. The Chief of Naval Air Training (CNATRA) has primary responsibility for this mission and is aided significantly by Reserve component aviators. The CNATRA RC instructors flew over 54,000 flight hours and 37,000 sorties, encompassing nearly 19 percent of CNATRA's production in fiscal year 2012. The RC provides unparalleled knowledge and experience to all 17 CNATRA training squadrons. Training Wing One (TW-1) and TW-2 Reserve Aviators executed eight Carrier Qualification detachments and seven Weapons detachments for the production of Navy, Marine, and International strike pilots. TW-4 executed a 64-day Familiarization/Formation detachment in Las Cruces, New Mexico, primarily run by RC personnel from the VT-27 and VT-28 RC Squadron Augmentation Units (SAU). TW-5 finished up the successful transition from the T-34C to the new T-6B trainer aircraft. This was a 3-year evolution that relied heavily on the RC to augment production while both AC and RC instructors qualified in the new aircraft.

In addition to RC contributions to primary and strike flight training, Naval Air Force Reserve provides fully 80 percent of the adversary support for all tactical training requirements for the Navy. In fiscal year 2012, Navy Reserve's four adversary squadrons provided more than 11,000 sorties and almost 13,000 flight hours in support of 28 fleet detachments. These include Carrier Air Wing Strike Fighter Advanced Readiness Program events, fleet replacement pilot production, Navy Fighter Weapons School (TOPGUN), and Strike Fighter Weapons School training. Additionally, they develop new capabilities and tactics to provide fleet customers with unmatched training and exposure to realistic tactical scenarios and modern threat systems.

The Navy Reserve is a force for innovation across all spectrums, but it is especially evident in the area of Information Technology (IT). The Navy Reserve has led in several IT initiatives to improve cost-effective anytime, anywhere access to the tools required to do work. The Navy Reserve has completed the first DOD-approved wide scale commercial Wi-Fi access deployment to Navy Reserve facilities. This project provides SELRES the capability to complete their Navy Reserve training and readiness requirements at a fraction of the expense of equipping each member with an individual workstation while simultaneously improving Sailor productivity. Also, the updated technology employed in the new Navy Reserve Homeport (NRH) will maximize the efficiency and effectiveness of the force through easier and more secure information resource management and improved sharing capabilities. Deployment of the NRH is the Navy's first fully certified and accredited instance of Microsoft's SharePoint 2010 collaboration solution. This Navy Reserve web portal provides both public and private facing sites for information sharing, collaboration, and communication and serves as the single entry point to access critical Navy Reserve information and applications.

In order for our Sailors to "be ready," they must be prepared to deploy in all facets of their lives. Our approach to supporting our Sailors for deployment is holistic. We have programs to support Sailors, their families, and their transitions between the Active and Reserve components, before and during mobilizations, and back to home life and civilian employment (when applicable). Many of these programs fall under the concept of Continuum of Service (CoS). Continuum of Service is a transformational approach to personnel management that provides opportunities for seamless transitions across service status categories (Active Duty, Selected Reserve, Recalled Reserve, Individual Ready Reserve, Retired Reserve) designed to meet mission requirements and encourage a lifetime of service.

CoS provides flexible service options and improves life-work balance, which in turn helps Sailors. Everyone reaches decision points during their careers, and many who serve desire career options other than the “24/7/365 or nothing” proposition. CoS provides both full-time and part-time service opportunities, depending on the Navy’s needs and the Sailor’s own personal desire. This supports CNO’s vision of a seamless Navy Total Force that is valued for their service, and enables them to volunteer for meaningful work that supports the Navy mission.

CoS makes service easier for Sailors by identifying and eliminating barriers impacting their desire and ability to serve. For the Navy, CoS enhances readiness and minimizes personnel costs by building a Total Force team of trained and experienced professionals, ensuring that the right Sailors with the right skills are in the right job at the right time.

Critical to fully realizing the CoS and the Navy Total Force concept is the Integrated Pay and Personnel System (IPPS-N). IPPS-N is not a single system in itself, but a strategy to support the modernization of personnel accounting systems and procedures. The Navy Reserve continues to support the Chief of Navy Personnel in the analysis and reengineering of pay and personnel processes and the development of this common pay and personnel system for all Active and Reserve personnel. The Navy has chosen to incrementally migrate functionality from existing legacy systems into the current Navy Standard Integrated Personnel System to achieve the single pay and personnel system goal of IPPS-N. As an example of these efforts, work is currently underway for a common and integrated Electronic Drill Management and electronic Page 2 (Dependency Application and Record of Emergency Data) capability expected to be delivered by the beginning of fiscal year 2014, which will significantly reduce the administrative burden on Sailors and Navy Operational Support Center (NOSC) staffs.

The FleetRIDE (Fleet Rating Identification Engine) for SELRES program also supports CoS. FleetRIDE for SELRES is an online career management tool which provides Reserve Sailors with information about their career options, facilitating a Sailor’s choice to request conversion into ratings with the greatest need and best opportunity for advancement. Working with a Career Counselor, SELRES and Volunteer Training Unit Sailors use FleetRIDE for SELRES to determine if it is in their best interest to convert into another rating for which they are qualified or to continue in their current rate. The Navy is helped by allowing eligible, qualified Sailors to convert to an undermanned rating. By allowing this voluntary conversion from overmanned or highly manned ratings to undermanned ratings, Navy Reserve increases “Fit”—matching a Sailor’s skillset with a specific billet that requires those skills—and stands better able to support the Fleet.

In an effort to ensure the overall health and well-being of the Reserve Force and their families, we are committed to caring for Sailors before, during, and after deployment. This is a comprehensive approach embodied in the Yellow Ribbon Reintegration Program (YRRP). The YRRP provides Reserve members and their families with sufficient information, services, referral, and proactive outreach opportunities throughout the entire deployment cycle. The YRRP consists of informational events and activities, as well as resource providers to provide on-site assistance during the events, for members of the Reserve components of the Armed Forces and their families to facilitate access to services supporting their health and well-being through all phases of deployment.

Prior to departure, Sailors attend Deployment Readiness Training (DRT) events, designed to educate and provide information that bolsters the readiness of military personnel, their families, designated representatives, and employers for the rigors of deployment and the challenges of separation. Topics covered include medical and dental services, life insurance enrollment, youth programs, and psychological health. To date, almost 125,000 military and family members have received training through 448 DRT events.

The Command Individual Augmentee Coordinator (CIAC) is the first point of contact for IAs and their families. The CIAC acts in concert with the command’s Ombudsman to provide support and assistance to IA Sailors before, during, and following deployment. During the pre-deployment phase the CIAC reviews the IA Sailor’s orders with him/her and helps ensure all administrative preparation is complete. In the deployment phase, the CIAC contacts the Sailor a minimum of once every 30 days to answer questions, provide moral support, and maintain the Sailor’s connection to his/her home command. The CIAC also provides periodic contact with the Sailor’s family to ensure they are informed and supported while the Sailor is away. The CIAC maintains contact with Sailors and families throughout the deployment phase and for 9 months after the Sailor has returned.

Upon return from deployment, Sailors are invited to attend a Returning Warrior Workshop (RWW), an off-site weekend retreat program developed by the Navy Re-

serve. The purpose of the RWW is to facilitate the reintegration of Sailors back into their family, home, workplace, and Navy unit. The RWWs also assist in identifying psychological health issues, provide the opportunity for follow-on services (if needed), and honor members and families for their sacrifices and support. RWWs are hosted throughout the country by Reserve component Commands and are a chance for Sailors and their guests to talk with their shipmates who have had similar experiences. Attendees are presented with a host of information and resources available to assist with their transition back to stateside life. For those struggling with physical, psychological, or emotional challenges, confidential sessions with counselors are provided throughout the event. Since inception, the Navy Reserve has held 106 RWWs for 12,849 attendees. Supported by evaluation questionnaire data, the RWW has been enormously successful in meeting its goals and has been described as a “best practice” within the DOD YRRP.

As a further measure of assistance, following Sailors’ return from deployment, the Employer Support of the Guard and Reserve (ESGR) provides several key services that enhance the cooperation and understanding between civilian employers and Navy Reserve Sailors. ESGR acts as non-biased arbiter for the resolution of conflicts arising from an employee’s military commitment. It also provides services to promote and enhance employer support of military service in the Guard and Reserve. The newest of these services is the Hero to Hired (H2H) program that establishes an online network connecting military-supportive employers with servicemembers looking for jobs. To date, 1,560 Navy Reservists have taken advantage of H2H. ESGR has also instituted a nationwide network of Employee Transition Coordinators that provide one-on-one guidance for all servicemembers returning from deployment to assist them in finding a job.

The Bureau of Medicine and Surgery’s Reserve Psychological Health Outreach Program (PHOP) has been established to ensure that Reserve Sailors and their family members have full access to appropriate psychological healthcare services to increase resilience and facilitate recovery, which is essential to maintaining a ready Navy Reserve. Services include psycho-educational briefings, Behavioral Health Screenings (BHS), and phone/e-mail follow-up to ensure clients have received the information, resources and services they need to enhance their state of wellness and readiness. In fiscal year 2012, PHOP Outreach Teams conducted 297 NOSC and Navy Mobilization Processing Site visits and briefed almost 10,000 Reserve Sailors and family members. During that same time period, the PHOP teams facilitated 17 RWWs, conducted almost 800 BHSs, made over 5,000 demobilized client outreach calls, and over 10,000 other contacts which included successful follow-up with current clients, and collateral contacts with commands.

Another program supporting Sailors through transitional times is Transition Goals, Plans, Succeed (T-GPS). This is a DOD Total Force program; all AC and RC servicemembers who are mobilized/activated on Active Duty for more than 180 continuous days are required to attend T-GPS before separation. Participation in T-GPS may commence as early as 24 months prior to retirement and 12 months prior to separation. T-GPS is a crucial element of the President’s plan under the Vow to Hire Heroes Act to reduce veteran unemployment levels, and bolster and standardize the transition support that Sailors receive in order to fully prepare them for civilian employment. T-GPS is a comprehensive, mandatory program that includes pre-separation counseling, a military-to-civilian skills review, a Department of Veterans Affairs benefits briefing and application sign-up, financial planning support, job search skills building, and individual transition plan preparation. The elements of this program work together to achieve career readiness standards which will better equip the servicemember for their transition to civilian life.

The Navy Reserve continues to promote a safe environment for all Sailors, and is placing focused attention on Sexual Assault Prevention and Response (SAPR). The Navy remains consistent in the message from leadership at all levels that sexual assault absolutely will not be tolerated. I want to thank you for your emphasis on sexual assault prevention programs in the fiscal year 2013 National Defense Authorization Act that help amplify this message. The RC, as a member of the SAPR cross functional team, was fully involved in the revision of the governing DOD directive. Navy Reserve Sailors participated in the development, roll-out, and delivery of SAPR-Leadership and SAPR-Fleet training for the Navy. Their support was integral to the development of leadership briefings, policy creation, and public affairs products. Reserve Sailors assigned to Center for Personal and Professional Development provided crucial support for SAPR Bystander Intervention “Train-the-Trainer” events, acting as instructors and support staff. This participation allowed Reserve specific issues to be directly addressed in the recently revised training manual. A few of the stand out items addressed in the revision are: development of a dedicated chapter to address Reserve component idiosyncrasies, and specifying that SELRES

victims of sexual assault are eligible for advocacy services regardless of duty status at the time of the assault.

The Navy is concerned about the rise in military suicides and is closely tracking trends among its members. Specifically, the Navy Reserve continues to take a deeper look at suicidal behaviors and studying the outcomes of members exhibiting gestures or ideation. The Navy has a comprehensive strategy to combat suicide, incorporating four pillars: education and awareness; operational stress control; intervention; and post-intervention support. Navy's Suicide prevention approach builds Sailor, family, and command resilience with a goal of changing behavior through peer to peer support; leadership intervention throughout the chain of command; enhancing family support; and fostering a command climate where help-seeking behaviors are encouraged in order to restore personal readiness. Command Assessments now include a review of a unit's suicide prevention program as a separately evaluated element.

RESERVE FORCE MANNING

The key to a capable, responsive Reserve Force is in our Sailors. Recruiting and retaining quality Sailors is critical to our mission. In order to achieve a drilling Reserve force that meets Navy requirements, the Navy Reserve has been aggressively addressing personnel inventory to meet the demands of the Fleet. By paying close attention to AC and RC retention, and coordinating effectively with Commander, Navy Recruiting Command on appropriate recruiting goals for the Reserve Force, Fit over Fill (the right Sailor vice any Sailor) has been emphasized to recruit and retain the right Sailors to meet the Fleet's needs. Over the last 2 years, Enlisted Fit has gone up by 7.4 percent while maintaining attrition below that of the previous 5 years.

For Officers, there are still shortfalls to address. The Navy Reserve continues to face challenges with attaining Unrestricted Line (URL) officer recruiting goals. There are many contributing factors to this trend. Active Component officers are choosing to "Stay Navy" as retention of qualified officers on Active Duty remains above historical norms. This retention, a "good news" story on the whole for the Navy, does complicate Reserve recruiting efforts, especially for URL Officers (Surface, Submarine, Aviation, and Special Warfare Officers) since they must be assessed into the RC from the Active Component. As the pool of officers separating from the AC stays small due to high retention, affiliation bonuses are critical to ensure the Navy Reserve attracts quality officers. Navy Reserve issued 439 bonus contracts in 2012, representing 31 percent of our 2012 general officer recruiting goal.

Reserve healthcare professional recruiting, primarily for Medical Corps officers who specialize in emergency medicine and surgical subspecialties, remains our greatest recruiting challenge. 2012 year-end healthcare professional inventory was 91 percent of requirements. Recruiting of healthcare professionals, while having a very successful year compared to the recent past, achieved about 87 percent of 2012's goal. The Navy Reserve has used recruiting and affiliation bonuses and special pays (Loan Repayment, Stipends) to attract transitioning AC healthcare professionals into the RC and offset healthcare subspecialty shortages in the civilian healthcare community. AC retention in healthcare professionals remains high and decreases potential NAVETS transitioning to the RC. Historically low (~12 percent) RC healthcare professional attrition has been significantly aided by critical skills retention bonuses. Navy Reserve issued 337 healthcare professional bonus and special pay contracts in 2012.

We continue to review processes and requirements to produce the force needed today and in the future. Officer Sustainment Initiatives have been held across all designators, and the Direct Commission Officer demand signal has been increased where feasible. DCO accessions offset increased AC retention in Restricted Line and Staff communities. The skill sets needed in the Reserve Force will continue to be shaped by the evolving strategic requirements of the Total Force.

EQUIPPING OUR FORCE

Ensuring the Reserve Force has the proper equipment to support and win our Nation's wars is one of my ongoing priorities. I thank Congress for the support they provide the Navy Reserve. In particular, the Navy has benefited greatly from Congress's support for recapitalizing Fleet Logistics aircraft by procuring C-40A aircraft. The C-40A "Clipper" is a Navy Unique Fleet Essential Airlift (NUFEA) aircraft that provides flexible and time-critical intra-theater air logistics support to Navy Fleet and Component Commanders as well as logistical support for the Navy Fleet Response Plan. The C-40A is a medium-lift aircraft, equipped with a cargo door and capable of transporting up to 36,000 pounds of cargo, 121 passengers, or

a combination of each. The C-40A is the designated replacement for Navy Reserve legacy C-9B and C-20G aircraft. Recapitalization of these aging aircraft is necessary due to increasing operating and maintenance costs, decreasing availability, and the inability to meet future avionics/aircraft noise mandates required to operate C-9B's worldwide. The C-40A offers significantly increased range, payload, and reliability, as well as the unique capability of carrying hazardous cargo and passengers simultaneously. Navy C-40A detachments are forward-deployed 12 months per year to provide around-the-clock support, particularly to the United States 5th, 6th, and 7th Fleet AORs. Additionally, these aircraft are integral first-responder assets in Humanitarian Assistance/Disaster Relief missions. Two additional aircraft are required to complete the minimum, risk-adjusted C-40A procurement plan of 17 aircraft, which will allow Navy to complete the divestment of the C-9Bs and C-20Gs. Congressional support for the Navy Reserve C-40A program has placed the fleet closer to realizing a more capable and cost-efficient NUFEA capability.

The National Guard and Reserve Equipment Account (NGREA) has been used to modernize and recapitalize the Reserve Naval Construction Force, Navy Expeditionary Logistics Support Group, and Coastal Riverine Force, as well as to procure NSW weapons, equipment for Mobile Training and Maritime Civil Affairs teams, and communications gear. NGREA was also used to purchase expeditionary warfighting equipment for the Naval Expeditionary Combat Enterprise in support of operations in Iraq and Afghanistan, and training upgrades in support of the F-5N and F/A-18A+ adversary mission.

LOOKING TO THE FUTURE

As our Nation's military strategy evolves in response to an ever changing world, we continuously evaluate new and existing capabilities that can reside in the Navy Reserve to best support our maritime service. Anticipating the pivot to Asia, we recently stood up nine new units and expanded three others. Some of these units will support Littoral Combat Ships while others will address the Fleet's intelligence and planning requirements in the Pacific.

Other missions with potential growth are in unmanned systems, Cyber, and Ballistic Missile Defense. We'll support Fleet requirements that match our capabilities: where we have the skill sets (or can build them); work that does not have an extensive pre-deployment training requirement; and work that is periodic and predictable. I see great opportunities ahead for Navy Reserve Sailors to serve.

The 2013 Navy Reserve Strategic Plan fully supports the CNO's tenets of "Warfighting First, Operate Forward, and Be Ready" through its focus on people, readiness and resources. This focus is supported by three Strategic Focus Areas: deliver a ready and accessible force; provide valued capabilities; and enable the service of our sailors and civilians. In support of continued progress toward the vision for the Navy Reserve, six initiatives will advance our three strategic focus areas throughout 2013.

We will enhance our ability to Deliver a Ready and Accessible Force by exploring cloud computing technology options to improve access to Government IT assets and increase our ability to share information while rapidly responding to emerging opportunities and missions. Additionally, the personnel assignment process and policies are under review to ensure placement of Navy Reserve Sailors maximizes efficiency, training, and Navy support while accounting for statutory requirements and the geographic dispersion of our Reserve Force.

The focus on Providing Valued Capabilities will concentrate on developing a coordinated Navy Reserve structure and employment strategy to ensure efficient and effective use of Reserve assets, resources, and capabilities within existing and future mission areas. To this end, we remain actively engaged in developing foundational Reserve support for the Littoral Combat Ship and Ballistic Missile Defense programs as both of these capabilities are an essential part of the future of Naval Warfare.

We will continue to Enable the Service of our Sailors and Civilians by building upon our previous CoS efforts. This year we will initiate a comprehensive education and communication campaign designed to increase awareness of the capabilities, value, and structure of the Navy Reserve at all levels from key influencers to individual Sailors. In addition, as we look to capitalize on civilian skill sets and experience through the Direct Commission Officer Program, we will ensure the training provided through the DCO Indoctrination Process is aligned, relevant, and standardized to address current operational needs.

Through these initiatives we will enhance our force-wide effectiveness, remove barriers to service, assist in identifying the optimum Reserve to Active Force mix and fully support our Sailors and their families, while providing the Navy with ac-

cess to operational capabilities that are ready to surge forward as world events require.

Our proud heritage of providing the Navy with strategic depth and operational capabilities will continue to serve as the cornerstone of our mission. As the conflict in Afghanistan winds down and resources are realigned within the Department of Defense, the Navy Reserve will continue to work with leadership to determine the capabilities that should reside in the Navy Reserve and where the Navy Reserve can best support Navy's mission.

CONCLUSION

Thank you for the opportunity to provide testimony today. Every day, I stand in awe of our Sailors and civilians in the Navy Reserve, their accomplishments, and the sacrifices they and their families make on behalf of our country.

From our deployed RC SEAL teams, Maritime Expeditionary Security Squadrons forward-deployed to AFRICOM and CENTCOM, P-3 detachments mobilizing to support 5th and 7th Fleet while their AC counterparts transition to the new P-8A aircraft, or RC Sailors serving on the first deployment of LCS-1 to Singapore, the Navy Reserve is an integral part of our Navy's mission around the world. Whether providing individuals and units for operational fleet deployments, or acting as the "strategic bench," ready when called to employ vital capabilities in response to natural disasters at home or conflicts abroad, we stand ready as an indispensable member of the Navy Total Force.

We live in a challenging fiscal environment, yet the need for a professional and ready Navy Reserve force is as important as ever. I am honored to lead this organization and our Sailors as we continue to provide cost-effective support to the Navy Total Force. On behalf of the Sailors, civilians and families of your Navy Reserve, I thank Congress for your continued support.

Senator DURBIN. Thanks, Admiral.

Next is Chief of the Marine Corps Reserve, Lieutenant General Steven Hummer.

STATEMENT OF LIEUTENANT GENERAL STEVEN A. HUMMER, DIRECTOR, RESERVE AFFAIRS, UNITED STATES MARINE CORPS

General HUMMER. Chairman Durbin, Vice Chairman Cochran, and distinguished members of this subcommittee: It is my honor to report to you on the state of the Nation's Marine Corps Reserve and our reservists who enthusiastically and professionally contribute to the balanced air-ground-logistics team that underscores our Nation's expeditionary force in readiness: the United States Marine Corps.

Mr. Chairman, we welcome your leadership and I am very grateful to your support and the subcommittee's continued support of the Marine Corps Reserve and its associated programs, which help to sustain a ready, relevant, and responsive Reserve force.

With me today are my two senior enlisted advisors and leaders: Force Sergeant Major James E. Booker and Command Master Chief Eric E. Cousin. These gentlemen epitomize the Navy-Marine Corps team and proudly represent our service's enlisted marines and sailors who, collectively, form the backbone of the Marine Corps Reserve.

I remain deeply impressed by the professionalism, competence, and dedication of our magnificent reservists. Like their Active Duty brothers and sisters, they sacrifice so much of their time, so much of themselves to protect and serve our great Nation.

The way they balance their family responsibilities, civilian lives, and occupations and still stay Marine inspires me. They do it with humility, without fanfare and with a sense of pride and dedication that is consistent with the great sacrifices of Marines of every generation.

Today, your Marine Corps Reserve continues to serve as an integral part of the Total Force, and is an operationally focused force, whether it is integrated with Marine forces in Afghanistan, serving as an air-ground-logistics taskforce in Africa, fulfilling training and advising roles with security cooperation teams in direct support of combatant commanders' requirements.

We don't differentiate. All Marines, whether Reserve or Active component, are disciplined, focused, and lethal. We are a Total Force, and as such, the Marine Corps Reserve continues to be integrated in all areas of the Marine Corps.

As of March 1 of this year, almost 62,000 Marines from the ready Reserve have executed a total of 81,000 sets of mobilization orders in the last decade. We continue to enjoy a strong demand for affiliation, as seen by increased accessions from the Active component, as well as a historic high rate of retention.

Our retraining, our in Active Duty travel reimbursement, our bonuses and incentive programs for Reserves, are essential tools in achieving nearly 100 percent of our authorized end-strength in fiscal year 2012. The continued use of these incentives and programs are critical enablers for us as we seek to optimally align our inventory to requirements and maintain individual and unit level readiness.

The National Guard and Reserve Equipment Appropriation (NGREA) continues to be an important element of the Total Force Marine Corps to modernize and equip the Reserve component. NGREA assures maximum interoperability and balance between the Active and Reserve components.

As articulated in our fiscal year 2014 National Guard and Reserve Equipment report, the NGREA funding remains a significant force multiplier for Marine forces by enabling the Marine Corps to balance requirements from a Total Force perspective.

PREPARED STATEMENT

With your continued support, I am highly confident your Marine Corps Reserve will remain ready, relevant, and responsive, and continues to serve as an essential shock absorber for the Active component, while being fully vested in the Total Force Marine Corps.

Thank you for your demonstrated support for our reservists, their families, and their employers.

Semper fidelis, and I look forward to your questions.

[The statement follows:]

PREPARED STATEMENT OF LIEUTENANT GENERAL STEVEN A. HUMMER

Chairman Durbin, Ranking Member Cochran, and distinguished members of the subcommittee, it is my honor to report to you on the state of the Nation's Marine Corps Reserve and our Reservists, who enthusiastically and professionally contribute to the balanced air-ground-logistics team that underscores the Nation's Expeditionary Force in Readiness—the U.S. Marine Corps. Although the present times are difficult due to fiscal impacts on the Marine Corps, I am extremely grateful for your continued support of our Corps. I am especially appreciative of Congress's leadership in providing enhanced Department of Veterans Affairs (VA) healthcare benefits to servicemembers for 5 years from the date of their discharge or separation date from Active Duty service. Your continued support helps to sustain us as a ready, relevant, and responsive Reserve Force that is an essential shock absorber for the Total Force Marine Corps.

INTRODUCTION

I share the sentiment Commandant of the Marine Corps General James F. Amos stated in testimony before Congress this year—the Marine Corps provides an insurance policy to the American people. As an integral part of the Total Force, Marine Forces Reserve plays a key role in providing that insurance policy. We have been fully engaged on the global stage for more than a decade now, serving as the essential shock absorber for the Active Component, and 2012 was no different. Reservists from each of our major subordinate commands—4th Marine Division, 4th Marine Aircraft Wing, 4th Marine Logistics Group, and Force Headquarters Group—made a tremendous impact across a diverse spectrum of operations in support of combatant commander operational and theater security cooperation requirements and Service commitments.

The Marine Corps' commitment to the American people is as strong today as ever in its 237-year history. That commitment is backed equally by bold Active and Reserve component Marines and Sailors who are experienced in taking the fight directly to the enemy across the globe since 2001. Our Marines have been doing what they have done best since 1775: standing shoulder-to-shoulder to fight and win the Nation's battles. We don't differentiate; all Marines—whether Reserve or Active Component—are disciplined, focused, and lethal. We are a Total Force, and as such, the Marine Corps Reserve continues to be integrated in all areas of the Marine Corps.

I am deeply impressed by the professionalism, competence, and dedication of our magnificent Reservists. Like their Active Duty brothers and sisters, they sacrifice so much of their time—and so much of themselves—to protect and serve our great Nation. The way they balance their family responsibilities, civilian lives, and occupations—and still stay Marine—inspires me. They do it with humility, without fanfare, and with a sense of pride and dedication that is consistent with the great sacrifices of Marines of every generation.

The priorities outlined by General Amos in his 2013 Report to Congress on the Posture of the United States Marine Corps inform the priorities I've outlined for Marine Forces Reserve to ensure today's Marine Corps Reserve remains an agile and fully engaged component of the Total Force that is necessary for modern combat and operational requirements. The priorities outlined by the Commandant are:

- Continue to provide the best trained and equipped Marine units to Afghanistan;
- Continue to protect the readiness of our forward deployed rotational forces within the means available;
- Reset and reconstitute our operating forces as our Marines and equipment return from more than a decade of combat;
- Modernize our force through investments in human capital and by replacing aging combat systems; and
- Keep faith with our Marines, our Sailors and our families.

I believe Active Component Marines and senior leadership at all levels appreciate a highly experienced and competent Reserve Force. As an integral element of the Total Force Marine Corps, our Marines and Sailors share the culture of deployment and expeditionary mindset that has dominated Marine Corps culture, ethos and thinking since our Service's beginning more than two centuries ago. Accordingly, the U.S. Marine Corps Reserve is organized, manned, equipped, and trained, like our Active Duty brethren, to provide a professionally ready, responsive, and relevant Force as a Marine Corps solution to enable joint and combined operations. We are, and will remain, a key component in the Corps' role as the Nation's Expeditionary Force in Readiness.

TOTAL FORCE INTEGRATION

Since 2001, this great Nation required its Marine Corps Reserve to be engaged in combat operations in Iraq and Afghanistan, as well as in regional security cooperation and crisis prevention activities in support of the various geographic combatant commanders. This operational tempo has built a momentum among our warfighters and a depth of experience throughout the ranks that is unprecedented in generations of Marine Corps Reservists.

As of March 1, 2013, 61,857 Marines from the Ready Reserve have executed a total of 80,935 sets of mobilization orders. This operational tempo has enabled Marine Forces Reserve to remain an operationally relevant Force over the last 12 years. In the operational role, Marine Forces Reserve has sourced preplanned, rotational, and routine combatant commander and Service requirements across a variety of military operations. We routinely supported operations in Afghanistan and Iraq while sourcing other combatant commander requirements worldwide, such as Special Purpose Marine Air Ground Task Force (SPMAGTF) in support of U.S. Africa

Command; Georgia Deployment Program in support of U.S. European Command; Unit Deployment Program in support of U.S. Pacific Command; and Security Cooperation Teams in support of U.S. Southern Command, U.S. Northern Command, and U.S. Central Command. Additionally, Marine Forces Reserve has continued to support global combatant commander exercise and theater security cooperation requirements, which increase our operational readiness while enabling Total Force integration and the rapid transition to operational roles and support to major contingency operations.

During this past year, Marine Forces Reserve operations continued on a high operational tempo as we supported all of the geographic combatant commanders across the globe. Our four major subordinate commands were called upon to provide 2,815 Marines and Sailors to support combatant commander operational requirements, and we plan to deploy 1,375 Marines and Sailors during 2013. In addition, Marine Forces Reserve will deploy thousands of Marines to a multitude of theater-specific exercises and cooperative security events that are designed to increase interoperability with our allies, as well as for developing Theater Security Cooperatives in Morocco, South Africa, Uganda, Burundi, Senegal, Romania, Georgia, Mexico, Honduras, Guatemala, El Salvador, Ecuador, Jordan, and with our partners throughout the Pacific Rim.

Marine Forces Reserve's operational focus will continue to directly support the geographic combatant commanders in various roles that include multiple bilateral exercises, such as African Lion in Morocco, and Sang Yong in South Korea. The way ahead for Marine Forces Reserve includes deploying forces to meet high priority combatant commander requirements while providing continued support to Operation Enduring Freedom (OEF). Principal among these combatant commander requirements is the deployment of an air-ground-logistics task force in support of U.S. Africa Command, forward deploying a F/A-18 fixed wing squadron and a CH-53E rotary wing detachment, as part of the Unit Deployment Program in support of U.S. Pacific Command, and sending a detachment of highly qualified Marines to Europe to train Georgian forces prior to their deployment for OEF.

In addition to operational requirements, Marine Forces Reserve personnel and units conducted significant regional and more than 960 local community relations events nationwide during 2012. Due to the command's unique geographic dispersion, Marine Forces Reserve personnel and units are advantageously positioned to interact with the American public, telling the Marine Corps story to our fellow citizens who typically have little or no contact with the Marine Corps. Therefore, for the preponderance of the American public, their perception of the Marine Corps is informed by dialogue with our Reservists during the myriad of community outreach events that occur throughout the year across the country. However, our interaction with the American public will be considerably reduced during 2013 as we reduce participation in community relations events consistent with current Department of Defense (DOD) policy changes and guidance.

I would be remiss if I didn't include veterans as key components to our continued success in communities across the country. Veterans provide our personnel, Active and Reserve, with unsurpassed support and often serve as a communication conduit between our Marines and local leaders and business owners.

In addition to participating in operational requirements across the globe and in community relations events here at home, our Active Duty Marines who are assigned to our Inspector—Instructor and Reserve Site Support staffs steadfastly and diligently execute the significant responsibility of casualty assistance. Continued operational efforts in OEF have required that these Marines and Sailors remain ready at all times to support the families of our fallen Marines in combat abroad, or in unforeseen circumstances at home. By virtue of our geographic dispersion, Marine Forces Reserve personnel are well-positioned to accomplish the vast majority of all Marine Corps casualty assistance calls and are trained to provide assistance to the families. Historically, our personnel have been involved in the majority of all Marine Corps casualty notifications and follow-on assistance calls to the next of kin. During 2012, our Inspector—Instructor and Reserve Site Support staffs performed 67 percent of the total casualty calls performed by the Marine Corps (281 of 418). There is no duty to our families that we treat with more importance, and the responsibilities of our Casualty Assistance Calls Officers (CACOs) continue well beyond notification. We ensure that our CACOs are well-trained, equipped, and supported by all levels of command through the combination of in-class and online training. Once a CACO is designated, that Marine assists the family members from planning the return of remains and the final rest of their Marine to advice and counsel regarding benefits and entitlements. In many cases, our CACOs provide a long-lasting bridge between the Marine Corps and the family while providing assistance during the grieving process. The CACO is the family's central point of contact

and support, and serves as a representative or liaison to the funeral home, Government agencies, or any other agency that may become involved.

Additionally, Marine Forces Reserve units and personnel provide significant support for military funeral honors for our veterans. The Inspector—Instructor and Reserve Site Support staffs, with augmentation from their Reserve Marines, performed 93 percent of the total funeral honors rendered by the Marine Corps during 2012 (16,067 of 17,240). We anticipate providing funeral honors to more than 16,000 Marine veterans during 2013. As with casualty assistance, we place enormous emphasis on providing timely and professionally executed military funeral honors support.

We are implementing the Marine Corps' Force Structure Review (FSR), which evaluated and refined the organization, posture, and capabilities required of the Nation's Expeditionary Force in Readiness in a post-OEF security environment. In my written statement submitted to this subcommittee last year, I assured this subcommittee that Marine Forces Reserve is wholly aligned to work with any personnel affected by the FSR to locate a suitable opportunity. Accordingly, in July 2012, I directed the deployment of Personnel Transition Teams (PTTs) to certain sites that were affected by the FSR in order to expedite the transition process and reduce the normal friction experienced with changing units or re-classification of a primary military occupational specialty. These integrated, cross-organizational PTTs enabled us to keep faith with our Reservists by achieving maximum re-utilization of existing manpower through re-classification and reassignment while streamlining the approval process for lateral moves and re-enlistments.

PREDICTABILITY

The Marine Corps Reserve remains an integral part of the Total Force Marine Corps and continues to serve as an operationally focused Force whether it is integrated with Marine Forces in Afghanistan, serving as SPMAGTF—Africa, or filling training and advising roles with security cooperation teams in direct support of combatant commanders' requirements. Consequently, the Reserve Force continues to maintain a high level of operational experience as it continues to serve side-by-side with their Active Component counterparts. However, we clearly recognize the potential effect of the fiscal environment on our operational readiness, especially as we consider how to maintain the operational experience of the Reserve Force that was gained over the previous 12 years.

We transitioned our Force Generation Model, which was based on 1-year activations followed by 5 years in a nonactivated status, to one that rotates Marine Reserve units through a 5-year training cycle to ensure the units and personnel are ready to meet any challenge while remaining operationally relevant. The Force Generation Model "Next" maintains the same capability as the previous Force Generation Model by annually programming the Reserve Force to have 3,000 Marines trained in numerous capability sets and ready to augment and reinforce a Marine Air Ground Task Force (MAGTF) whether in support of a contingency response, part of a pre-planned, budgeted for, theater security cooperation mission, or in support of crisis response within the United States.

This Force Generation Model "Next" continues to provide a level of predictability for both planners and Reservists while maintaining the "train as we fight" philosophy. The Model provides our Reservists, their families, and their employers, the ability to plan for upcoming duty requirements in their lives 5 or more years out. This empowers servicemembers to achieve the critical balance between family, civilian career, and service to the Nation while enabling employers to plan for and manage the temporary loss of valued employees. The key element in Force Generation Model "Next" is the integration of Reserve units, detachments, and individuals into Service- and Joint-level exercises, creating an environment of interoperability in years two, three, and four of the Model's cycle. The units are scheduled to be assessed in a culminating, integrated training exercise during the fourth year of the training cycle. The Force Generation Model "Next" assures integration with the Active Component in both continental and intercontinental deployments and training exercises and continues to facilitate the Total Force approach in the manner in which the Marine Corps achieved success in Al Anbar province, Iraq, and Helmand province, Afghanistan.

PERSONNEL

Marine Forces Reserve comprises a large percentage of the Selected Reserve's (SelRes) authorized end strength of 39,600. Additionally, Marine Forces Reserve administers approximately 64,000 Marines who serve in the Individual Ready Reserve (IRR), which is projected to continue to increase due to the Active Component end strength draw down. The SelRes is comprised of Marines in Reserve units and the

Active Reserve program, as well as Individual Mobilization Augmentees (IMAs) and those in initial training. The SelRes and the IRR form the Ready Reserve.

We continue to enjoy strong demand for affiliation as seen by increased accessions from the Active Component, as well as historical high rates of retention. Our retraining, Inactive Duty travel reimbursement, bonus, and incentive programs for Reserves were essential tools in achieving nearly 100 percent of our authorized end strength in fiscal year 2012. The continued use of these incentives and programs are critical enablers for us as we seek to optimally align our inventory to our requirements, maintain individual and unit-level readiness, address shortfalls in staff non-commissioned officer leadership, and maximize deployability for our incumbent personnel. Complicating our alignment efforts in 2012 and expected to continue to do so throughout the next few years is the execution of the FSR. Our authorized end strength of 39,600 is appropriate for providing us with the personnel we require to support the Total Force while achieving the Secretary of Defense's goal of a 1:5 deployment-to-dwell for Selected Marine Corps Reserve (SMCR) units and IMAs.

I am pleased to report that the Marine Corps/Navy Reserve team is as strong as ever. Marine Forces Reserve remains fully integrated with Navy manpower assets from the Active, Reserve, and Full-Time Support (FTS) communities. A total complement of 283 officer and enlisted personnel from the Active Component and FTS component provides continuous medical and religious ministries support to the Marines and Sailors throughout Marine Forces Reserve. In addition, more than 1,600 Reserve component Sailors augment Marine Forces Reserve in deployments, administrative functions, and major exercises with 300 of these positions being staffed by officers of the various medical professions. These invaluable Navy assets can be found at any of the 172 Marine Reserve sites across the United States.

Like the Active Component Marine Corps, Marine Corps Reserve units rely primarily upon a first-term enlisted force. We fully expect to meet our SMCR unit recruiting goals again this fiscal year.

Affiliation of our Reserve officers remains our most challenging area, but improvement over the previous year is significant. Historically, the Active Component Marine Corps has been the exclusive source for senior lieutenants, captains, and pilots for the Marine Corps Reserve and it remains a source of strength in meeting these requirements. Through the Marine Corps' transition assistance and educational outreach programs, we continue to ensure that each transitioning Active Component Marine is educated on continued service opportunities in the Marine Corps Reserve. In 2012, the Direct Affiliation Program was introduced as a pathway for transitioning officers and enlisted to affiliate with a SMCR unit just prior to separation, facilitating a seamless transition and transitional TRICARE benefits that underscores the Continuum of Service.

Three Reserve officer commissioning initiatives focus exclusively on the most crucial challenge of staffing the Marine Corps Reserve with quality company grade officers. These Reserve commissioning initiatives are the Reserve Enlisted Commissioning Program (RECP), which is available to qualified Active Duty enlisted Marines in addition to qualified Reserve enlisted Marines; Meritorious Commissioning Program—Reserve (MCP-R), which is open to individuals of the Active and Reserve components who have earned an Associate's Degree or equivalent in semester hours; and Officer Candidate Course—Reserve (OCC-R). Since 2004, these three programs have produced a total of 561 lieutenants for the Marine Corps Reserve. The OCC-R program has been the most successful of the three Reserve commissioning initiatives, producing 502 officers. The OCC-R program historically focused on ground billets with an emphasis on ground combat and combat service support within specific Reserve units that were scheduled for mobilization.

Civilian Marines are critical enablers to Marine Forces Reserve's ability to meet Service requirements. Our civilian workforce across Marine Forces Reserve—more than 350 members—continues its unwavering service and dedication to the Marine Reserve even during these past few years of uncertainty concerning pay and entitlements. They are integral for continuity of operations and for ensuring family readiness across the Reserve Force. Unfortunately, the recent budgetary upheaval and furlough planning has created significant stress and decline in morale for many of our employees; yet they remain steadfast in their commitment to the ideals of the Marine Reserve and our Corps.

As the Marine Corps continues to draw down Active Component end strength to 182,100, the option to continue to serve in the Reserve component has become increasingly appealing to young Marines leaving Active Duty. Those approaching the end of their current contracts—Active or Reserve component—receive more focused counseling on the tangible and intangible aspects of remaining associated with, or joining, a SMCR unit. All commanders and senior enlisted leaders across Marine Forces Reserve are tasked to retain quality Marines through example, mentoring,

and information and retention programs. This takes place across the Marine experience, not just in the final days of a Marine's contract. Your continued support regarding enlistment, affiliation, and re-enlistment bonuses along with other initiatives that promote service to this great Nation greatly influences our ability to gain and retain the very best servicemembers. I greatly appreciate the continuance of these programs, especially since they are most likely to prove instrumental in aligning the right people to the right place as we realign the Reserve Force.

EQUIPMENT

The Commandant of the Marine Corps signed the Service's Ground Equipment Reset Strategy on January 1, 2012. This strategy reset the Force in support of the Commandant's reconstitution objectives. As the executive agent for the execution of this strategy, Marine Corps Logistics Command will ensure the timely and responsive reset of the Reserve component equipment to maintain a high state of readiness across the Force. The unique geographic dispersion of our Reserve units and their limited capacity to store and maintain the total warfighting equipment set onsite underscores the unique relationship between Marine Corps Logistics Command and our Reserve units. This relationship assures high training readiness by using a specific training allowance at Reserve Training Centers while maintaining the remainder of the warfighting requirement in enterprise-managed facilities. This strong relationship, which is necessary for a viable Operational Reserve, is inherent in the Service's reset strategy. I remain confident that Marine Forces Reserve will continue to meet the Commandant's first priority—provide the best trained and equipped Marine units to Afghanistan—while protecting the enduring health of the Reserve Force.

Although we have been engaged in combat operations for more than a decade, our equipment readiness rates for maintenance are at 97 percent. To be sure, this last decade has demonstrated the need to maintain a significant Reserve Force readiness posture, even during periods of little or no conflict.

Several resources and programs combine to form the basis to the Marine Corps Reserve approach to maintenance. Routine preventive and corrective maintenance are performed locally by operator and organic maintenance personnel. This traditional approach to ground equipment maintenance was expanded to include an increasing reliance on highly effective contracted services and depot-level capabilities, which were provided by the Marine Corps Logistics Command. We continue to experience significant success with the Marine Corps Logistics Command's "Mobile Maintenance Teams" that have provided preventive and corrective maintenance support to all 172 Reserve Training Centers across the United States. This maintenance augmentation effort has directly improved our equipment readiness as well as provided valuable "hands on" training to our organic equipment maintainers.

Additionally, the Marine Corps Logistics Command's "Enterprise Lifecycle Maintenance Program" provides for the rebuilding and modifying of an array of principal end items, such as the Light Armored Vehicle, the Amphibious Assault Vehicle, and our entire motor transport fleet. Finally, we continue to reap significant benefits from the Marine Corps Corrosion Prevention and Control Program. Dollar for dollar, this program has proven highly effective in the abatement and prevention of corrosion throughout the Force. Collectively, these initiatives and the hard work and dedication of our Marines and civilian Marines across Marine Forces Reserve sustain our ground equipment maintenance readiness rates at or above 97 percent.

Fiscal year 2011's \$70 million in National Guard and Reserve Equipment Appropriation (NGREA) support was used to procure 10 Light Armored Vehicle Logistics variants, which completed our Light Armored Vehicles requirement. The funds were also used for the procurement of Support Wide Area Network (SWAN) command and control systems, RQ-11B Raven unmanned aerial vehicle systems, and various Deployable Virtual Training Environment systems to include virtual convoy trainers and weapons training simulators.

During the current Future Year Defense Plan (FYDP), Reserve squadrons will begin the transition from the KC-130T to the KC-130J, the CH-46E to the MV-22B, and the UH-1N to the UH-1Y. In anticipation of the forthcoming transitions, our fiscal year 2012 NGREA funding was used to procure five containerized Flight Training Devices (FTDs)—one for the CH-53E, two for the MV-22B, and two for the UH-1Y. These devices will not only allow aircrews to conduct more sorties via the simulators/training devices, but will also allow the Reserve component to train with other units and aircrews as a way to reduce costs in a resource-constrained, fiscally diminished environment.

TRAINING

Marine Forces Reserve will conduct its inaugural Service-level Integrated Training Exercise (ITX) in June 2013. The ITX is an assessed regimental-level live fire and maneuver exercise featuring Reserve component forces as the MAGTF elements—command, ground, air, and logistics. The integrated nature of the ITX will ensure maximum training benefit for the ground, aviation and logistics combat elements under the command and control of a regimental headquarters. The ITX is an indispensable component of our Training and Readiness (T&R) cycle and serves as the annual capstone exercise, which serves as the principal mechanism for examining our training and readiness levels as well as assessing our operational capabilities. The ITX also measures our ability to provide a cohesive MAGTF-trained and ready capability to the Service or combatant commander on a predictable, reliable and cyclical basis. Conducted aboard Marine Corps installations in the southwestern United States, ITX will be executed as a MAGTF deployment vice a compilation of numerous annual training events, with units participating based on their future deployment schedule according to the Force Generation Model “Next.” The ITX will provide all elements of the MAGTF with the opportunity to complete and be assessed in their core competency areas that are essential to expeditiously forward-deploy in any operational environment. Additionally, individuals serving on the various staffs will receive training that will enable them to competently perform as individual augments to MAGTF and/or joint staffs overseas. Future ITXs will reflect Total Force integration, demonstrating interoperability of Active and Reserve component Marine Forces and strengthening habitual relationships between them. This Total Force approach is designed to promote higher states of readiness, quicker integration, and faster support response times.

We continue to maximize our efficiencies by utilizing our training simulators wherever possible in order to preserve our fiscal resources. Marine Corps Total Force simulation acquisition objectives continue to ensure Marine Forces Reserve has access to train with cutting-edge simulator technologies. These immersive complex digital video-based training systems complete with the sights, sounds, and chaos of today’s battlefield environments are particularly important considering the limited training time and facilities available to our commanders. Fielding to the Reserve component ensures Reserve Marines are training to the same task, condition, and standard that is applicable to Active Component Marines and ensures capabilities remain consistent across the Total Force.

Language and culture training continues to be a significant investment opportunity that is showing great return on investment for all Marine Reservists. Through the Marine Corps-wide initiative called the Regional, Culture, and Language Familiarization (RCLF) program, our Marines will have a career-long course of study designed to ensure Reserve Marines are globally prepared and regionally focused in order to effectively navigate the culturally complex 21st century operating environment. Marine Forces Reserve culture and language programs are delivered via a variety of techniques from live instruction to portable media to Web-based tutorials and applications. Since last testifying before this subcommittee, our language and culture section is now fully operationally capable. This enhanced capability enables us to support all units within Marine Forces Reserve with virtual training and required testing. Additionally, we also support other DOD partners in their testing and training. With our Marines deploying throughout the globe, we access and leverage a variety of other sources of language and cultural training, such as the Marine Corps’ Center for Advanced Operational Culture and Language, the Defense Language Institute, and Regional Language Centers. These enhanced language and culture learning opportunities enables our critical core competencies and postures Marine Forces Reserve for success in the complex operating environment of the 21st century.

Last, Marine Forces Reserve has integrated safety programs in training to maximize Force preservation. Reduction in mishaps is one of our benchmark areas for Marine Forces Reserve’s Culture of Responsible Choices initiative, which was implemented during calendar year 2012. The Culture of Responsible Choices initiative, which was really a change in mindset vice an actual new formal program, is underscored by every servicemember and civilian employee across the Force rethinking how they do business and how they conduct their lives to ensure their decisions lead to safe and healthy outcomes. Throughout the Force, leaders continue to stress the program’s basic tenets of personal responsibility and accountability for decision-making and behavior—not only within our fence lines and work centers but at home, in leisure activities, and in our personal lives. Leaders have applied the Culture of Responsible Choices to a wide range of unhealthy and healthy human behaviors, such as alcohol misuse, drug use, vigorous suicide prevention, effective sexual

assault response and prevention, sound financial management, tobacco use, physical fitness, and safety—at work, home, and on vacation. Accordingly, our continued utilization of the Center for Safety Excellence aboard Naval Air Station Joint Reserve Base New Orleans in Belle Chasse, Louisiana, where we continue to address the current lead cause of death of our personnel—motor vehicle accidents—is a tangible example of how we incorporate training to fully support our Culture of Responsible Choices initiative. At the Center, personnel receive training in the safe operation of their motor vehicles, which includes both cars and motorcycles. I'm pleased to report that from fiscal year 2011 to 2012, fatal motorcycle mishaps and automobile/truck fatalities were reduced by 33 percent and 31 percent, respectively.

FACILITIES

Marine Forces Reserve has facilities in 47 States, the District of Columbia, and the Commonwealth of Puerto Rico. These facilities include 30-owned and 142-tenant Reserve Training Centers, 3 family housing sites, a Marine barracks, and General Officer Quarters "A" in New Orleans, Louisiana. Although some Reserve Training Centers are located on major DOD bases and National Guard compounds, most of our centers are openly located within civilian communities. The largest part of the facilities budget is used to maintain the existing physical plant; focusing on maintaining infrastructure that enables Marine Forces Reserve to meet Service and combatant commander operational requirements.

The cost of maintaining the physical plant steadily increases with the age of the buildings. Ninety-three of our 172 Reserve Training Centers are more than 30 years old and 54 are more than 50 years old. Through recent adjustments in our Facilities Sustainment, Restoration, and Modernization (FSRM) support, we have improved the overall readiness of our facilities inventory and corrected some chronic facility condition deficiencies. The FSRM funding was used to complete more than 140 projects during fiscal year 2012; 169 FSRM projects will be initiated during fiscal year 2013. Earlier American Recovery and Reinvestment Act (ARRA) funding was applied to 25 Marine Forces Reserve projects across 11 States, which accomplished much needed repairs and renovations while enhancing energy efficiency. The final ARRA project was completed in January 2013 in Picatinny, New Jersey. Projects funded by ARRA included upgrades to meet anti-terrorism force protection standards, as well as building access compliance requirements of the Americans with Disabilities Act of 1990.

The Marine Corps' Military Construction, Naval Reserve (MCNR) program focuses on new footprint and recapitalization of our aging facilities. The construction provided by Base Realignment and Closure (BRAC) 2005 and the annual authorization of MCNR funding have been important factors in improving the facilities readiness of Marine Forces Reserve reducing our number of inadequate or substandard-sized Reserve Training Centers below the 60-percent level. Our funding request for the fiscal year 2013 MCNR program will keep us moving in a positive direction, enabling Marine Forces Reserve to improve the physical infrastructure that supports and reinforces mission readiness of our units.

Beyond the obvious requirements to build, maintain, repair, and recapitalize our physical inventory are the operational costs associated with occupancy. The "must pays" of utility bills are relatively constant and immutable. The costs of associated services like pest control, snow removal, and janitorial service are investments that keep the physical plant safe and clean. Budget constraints demand that these expenses are met with strict scrutiny.

In an attempt to lessen some of the burden on the energy budget, and in response to national mandates, Marine Forces Reserve completed energy assessments at our 30-owned Reserve Training Centers and is implementing the recommendations from those assessments, initially targeting the sites that are the biggest energy users. Since 2010, nine solar/photovoltaic energy and lighting projects have been completed at Reserve Training Centers in California and Louisiana and seven more projects in Alabama, California, Florida, New York, and Utah are scheduled for completion during fiscal year 2013. Two small (100 kW) wind turbines are complete in Illinois and Michigan and one more is scheduled for construction in Texas during fiscal year 2013. Our investment in these technologies provides energy security, efficiency, and cost avoidance for our geographically dispersed sites.

There are still significant opportunities to improve the energy and water efficiency of Reserve Training Centers and expand use of renewable sources. We met the Energy Policy Act of 2005 goal of having advanced meters installed at all our owned centers across the country to measure building electrical usage and identify targets for savings. Marine Forces Reserve has had an aggressive energy program in the past, but the current fiscal constraints will slow these initiatives, forcing any energy

reduction project to proceed only in conjunction with other modernization or new construction initiatives.

Our environmental program continues to excel. None of our owned centers are listed on the Environmental Protection Agency's National Priority List. I consider environmental compliance a priority for the command, and reinforce environmental compliance by directing continual training for our Marines and Sailors at each unit and site. Furthermore, our environmental program supports the FSRM and MCNR programs by ensuring compliance with the National Environmental Protection Act for each project and action.

Marine Forces Reserve strategically manages its national training infrastructure portfolio at more than 170 locations to include 8 of the 12 Office of Secretary of Defense (OSD) Joint Bases. Marine Forces Reserve collaborates with OSD Joint Base supporting components to meet OSD installation support delivery and infrastructure efficiency objectives while simultaneously maintaining unit combat readiness. In addition, implementation of the Marine Corps' Force Structure Review decisions provide an opportunity to better align mission changes with reduced facilities infrastructure. As the process moves forward, the total impacts will be analyzed to gain efficiencies and reduce the backlog of unfunded MCNR projects allowing targeted investment in those sites that provide the best operational return on investment. An effective current initiative is to consolidate additional units on robust sites to reduce overall facility footprint and sustainment costs nationally where multiple smaller sites are currently within the same geographic area.

HEALTH SERVICES AND BEHAVIORAL HEALTH

Our focus on Marines, Sailors, and their families remains my highest priority. Therefore, we are keenly attentive to maintaining their health and resiliency. During dwell, our health services priority is to attain and maintain the DOD goal of 75 percent "Fully Medically Ready." In fiscal year 2012, Marine Forces Reserve individual medical and dental readiness rates were 68 percent and 84 percent, respectively. We aggressively worked toward improving the medical readiness by effective utilization of Medical Readiness Reporting System (MRRS) capabilities to enable accurate monitoring and identify unit-level actions necessary to attain readiness goals. Supporting efforts will focus on advocating funds or tailoring support for various Reserve component Medical/Dental Health Readiness Programs including utilizing to the fullest extent possible a combination of programs to significantly aid in sustaining our total readiness, such as our Reserve Health Readiness Program (RHRP) contract services, Post-Deployment Health Reassessment, Reserve TRICARE Medical and Dental Programs, and the Psychological Health Outreach Program (PHOP). Additionally, our personnel participate in Force Readiness Assistance & Assessment Program (FRAAP) unit inspections. These inspections provide oversight for current health status of the Force, specifically at unit levels that provides an ability to monitor compliance requirements and policy adherence and in meeting unit goal initiatives.

The RHRP is the cornerstone for individual medical and dental readiness. This program funds contracted medical and dental specialists to provide medical and dental specific services to units not supported by a military treatment facility. During fiscal year 2012, the RHRP performed 17,848 Periodic Health Assessments, 8,153 Post-Deployment Health Reassessments, and 9,086 dental procedures. In addition, the TRICARE Reserve Select for medical coverage and TRICARE Dental Program are two premium-based, cost-effective healthcare programs offered for voluntary purchase to our Reserve Marines, Sailors, and their families.

The Marine Corps has a robust behavioral health program, which includes Combat and Operational Stress Control, Suicide Prevention, Substance Abuse Prevention, and Family Advocacy Programs, all in conjunction with Navy Medicine programs addressing behavioral health. In regard to Combat and Operational Stress Control, training for leaders on this program was incorporated throughout Marine Forces Reserve at all levels. The training provides knowledge, skills, and tools required to assist commanders to prevent, identify, and manage combat and operational stress concerns as early as possible. This training is provided to servicemembers of units that are deploying for more than 90 days during pre-deployment training.

Navy Bureau of Medicine continues to support behavioral health through various independent contracted programs, such as the Post-Deployment Health Reassessment/Mental Health Assessments and through the PHOP. The Post-Deployment Health Reassessment identifies health issues with specific emphasis on mental health concerns, which may have emerged since returning from deployment. The PHOP addresses post-deployment behavioral health concerns through a referral and

tracking process. These programs have proven effective in the overall management of identifying those Marines and Sailors who need behavioral health assistance and have provided an avenue to those servicemembers who seek behavioral health assistance.

Given that the signs of operational and combat stress and suicide can manifest long after a servicemember returns home from deployment, there are unique challenges posed for Reservists who can be isolated from the daily support network inherent in one's unit and vital medical care. Encouraging Marines to acknowledge and vocalize mental health issues is also a ubiquitous challenge facing our commanders. We are actively combating the stigma associated with mental healthcare through key programs within demobilization and reintegration processes of our Reserve Marines following deployment, such as the Yellow Ribbon Reintegration Program. Your continued support of these programs is greatly appreciated.

There are five suicide prevention initiatives that we leverage for our Reserve Marines and Sailors:

In-Theater Assessment.—Reservists who exhibit or are struggling with clinically significant issues should be seen by competent medical authorities and evaluated for postdeployment treatment with follow-up decisions made prior to their return home.

Post-Deployment Health Reassessment (PDHRA).—It is important that if any issues emerge during the Reservist's PDHRA that s/he is immediately evaluated and referred for treatment by the clinician interviewer. This includes referral recommendations based on the available local resources, such as the VA, Military OneSource, or private mental health providers.

Psychological Health Outreach Program (PHOP).—I enthusiastically recommend continued delivery of the PHOP, which is an essential program for treatment referral and follow up to ensure they are receiving the appropriate behavioral health services.

Care Management Teams.—This suicide prevention initiative includes the VA's OIF/OEF care management teams that are a readily available resource for our Reservists. The VA assigns a primary care manager, who is responsible for referral and follow-up, to any Reservist who has a healthcare issue.

Never Leave a Marine Behind Suicide Prevention Course.—We continue to implement the Marine Corps' junior Marine, non-commissioned officer, staff non-commissioned officer, and officer modules of the Never Leave a Marine Behind suicide prevention course. The Never Leave a Marine Behind series provides the best skills and tools available to Marines, Sailors, and their leaders so that they can better cope with the challenges of combat and the rigors of life both deployed and in garrison. Marine Forces Reserve has trained hundreds of Marines who can deliver the course at more than 130 different Reserve Training Centers around the country.

Additionally, any Reservist and their family can access Marine Corps installations' behavioral health programs through Marine Corps Community Services programming while they are on any type of Active Duty orders. When they are not on Active Duty orders, Military OneSource provides counseling, resources, and support to Reserve servicemembers and their families anywhere in the world. The Marine Corps' DSTRESS Line is also now available to all Reserve Marines, Sailors, and family members regardless of their activation status.

Another significant resource is our Chaplain Religious Enrichment Development Operations (CREDO) Program, which is run by our Active and Reserve Chaplains and Religious Program Specialists. CREDO at Marine Forces Reserve conducts two distinct retreat programs: Marriage Enrichment Retreats, which supports our efforts to strengthen our families; and Personal Growth Retreats, which are designed to foster individual servicemember's health and wellness. This direct effort to improve a culture of responsible choices and build resiliency across the Force is accomplished at strategic remote training sites usually away from the resources of large military bases. During fiscal year 2012, 333 married couples and 15 individuals participated in these retreats. Anecdotal testimonials and survey feedback by participants strongly suggests that these retreats are effective in strengthening military marriages and individuals' core values, which in turn, enhance the readiness of our Force.

Sexual Assault Prevention and Response (SAPR) continues to be a top priority throughout the Force. A Force-wide 24/7 Help Line is available to Reserve and Active Component servicemembers. The Help Line is periodically assessed by my SAPR office, as well as Headquarters Marine Corps and the Naval Audit office for process improvement. Every Marine Reserve Training Center has a Uniformed Victim Advocate (UVA) who is readily available to assist a victim whenever necessary. Developing a functional 24/7 response in the Reserves has required that our leaders

research and develop relationships with other military and civilian behavioral health resources. Accordingly, many of the site's UVAs have created networks with Rape Crisis centers in their local areas in order to provide the best care available to victims whenever required. In step with the Commandant's 2012 SAPR Campaign Plan, the SAPR Program implemented large-scale, Corps-wide training initiatives, utilizing a top-down leadership model. SAPR's training message charges leadership with establishing an environment that is non-permissive to any misconduct or crime—especially sexual assault—and making certain that the Marine Corps' high standard of discipline is maintained. SAPR training remains unequivocal in its assertion, however, that the duty of preventing sexual assault belongs inherently to Marines of every rank. The command climate within Marine Forces Reserve and throughout the Marine Corps fully supports sustaining an environment where sexual assault is not tolerated in any capacity on any level, which is essential in eradicating interpersonal violence from the Marine Corps.

QUALITY OF LIFE

We remain passionate in ensuring an appropriate balance and effective performance of our quality of life programs and services to guarantee our programs and services meet the needs and expectations of our Active Duty personnel and Reservists, including those Reserve servicemembers in the IRR. In doing so, we continue to operate Family Readiness Programs, revitalize services, and proactively reach out to and keep faith with our Marines, Sailors, and their families.

To meet the challenge of deployments, and to maintain a constant state of readiness, the Marine Corps continues to promote family support through our full-time Family Readiness Officer (FRO) program. This program is staffed by either civilians or Active Duty Marines and collateral duty uniformed deputy FROs at the battalion/squadron level and above. Additionally, we continue to leverage modern communication technologies and social media, such as the e-Marine Web site, to better inform and empower family members—spouses, children and parents—who have little routine contact with the Marine Corps and often live considerable distances from large military support facilities.

Our Marine Corps Family Team Building (MCFTB) programs offer preventative education and family readiness training to our Marines, Sailors, and family members. MCFTB training events were delivered in person and through interactive webinars at Marine Corps units across the United States. During fiscal year 2012, MCFTB conducted 171 training events in which 6,920 Marines, Sailors, and family members received critical and vital information and support.

In regard to personal and professional development, Reservists take advantage of our partnership with tutor.com, which offers our Marines, Sailors, and their families access to 24/7 no-cost, live online tutoring services for K–12 students, college students, and adult learners. Active and Reserve Marines and their families are also provided remote access to language courses through Marine Corps Community Services Transparent Language Online program. This program supports over 90 languages to include English as a Second Language (ESL).

Our Semper Fit program remains fully engaged to deliver quality, results-based education and conditioning protocols for our Marines and Sailors. The program includes hands-on strength and conditioning courses, online physical fitness tools, and recorded webinars, as well as instruction on injury prevention, nutrition and weight management. Our Marines' and Sailors' quality of life is also increased through various stress management and esprit de corps activities, such as unit outings and participation in competitive events. These programs are key to unit cohesion, camaraderie, and motivation.

The Marine Corps' partnership with the Boys and Girls Clubs of America (BGCA) and Child Care Aware of America (formerly known as the National Association of Child Care Resource and Referral Agencies) continues to provide great resources for servicemembers and their families in selecting child care—before, during, and after a deployment. The Boys and Girls Clubs of America provide outstanding programs for our Reservists' children between the ages of 6 and 18 after school and on the weekends. Under our agreement with BGCA, Reserve families can participate in more than 40 programs at no cost. Our off-base child-care subsidy program helps families of our Reservists locate affordable child care that is comparable to high-quality, on-base, military-operated programs. This program provides child-care subsidies at quality child care providers for our Reservists who are deployed in support of overseas contingency operations and for those Active Duty Marines who are stationed in regions that are geographically separated from military bases and stations. Additionally, our Marine families (Active and Reserve) who are enrolled in the Exceptional Family Member Program are offered up to 40 hours of free respite care

per month for each exceptional family member. This allows our families the comfort that their family member will be taken care of when they are in need of assistance.

Marine Forces Reserve has fully implemented the Yellow Ribbon Reintegration Program (YRRP) at each of the five stages of deployment to better prepare our servicemembers and their families for activation and return to civilian life after mobilization. During fiscal year 2012, we leveraged local government facilities, when available, to conduct YRRP training in an effort to minimize costs and maximize participation. We also put procedures in place for review and oversight of all YRRP funding requests to ensure that requests and expenditures were integral to the training and that all efforts were made to be good stewards of the taxpayer dollar. This step provided a costs savings from the previous fiscal year while still maintaining the intent of the legislation and ensuring our Marines, Sailors, and families received the Yellow Ribbon training. More importantly, this enabled our units to proactively plan around the operational and unique individual needs of their Marines, Sailors, and families in addition to keeping unit leadership in the forefront of the issues that affect their servicemembers. In fiscal year 2012, we executed 209 events in which 5,984 servicemembers—including Marines in the IRR—1,991 family members, and 1,775 non-dependent family members and/or designated representatives participated for a total of 9,750 persons served by our program.

We continue to be supportive of Military OneSource, which provides our Marines, Sailors, and their families with an around-the-clock information and referral service via toll-free telephone and Internet access for counseling and on subjects such as parenting, child care, education, finances, legal issues, deployment, crisis support, and relocation.

Our Psychological Health Outreach Program coordinators have been heavily used to assist our Marines, Sailors, and family members with Behavioral Health-related issues. These team members have been extremely active by making contact with re-deploying Marines, conducting various briefings at Reserve Training Centers and YRRP events, as well as referring clients to further medical or support service assistance.

Our Marines, Sailors, and their families, who sacrifice so much for our Nation's defense, should not be asked to sacrifice quality of life. We remain a staunch advocate for these programs and services and continue to reintegrate and align our programs and services to meet current and future challenges. The combined effect of these programs is critical to the readiness and retention of our Marines, Sailors, and their families, and your continued support of these programs is greatly appreciated and is the bedrock in which Marine Forces Reserve keeps faith with our servicemembers and their families.

CONCLUSION

Marine Forces Reserve remains well-positioned to be the Force of Choice for augmentation to the Active Component, reinforcement for Service priorities, and sustainment as a relevant force now and for the future. Marine Forces Reserve is a learning organization that has institutionalized training, personnel management, and the Force Generation process to effectively and efficiently mobilize and deploy combat-ready forces. Aligned with the middle weight force of the Nation's Expeditionary Force in Readiness, Marine Forces Reserve provides options to Active Component leaders and combatant commanders, from being ready for immediate use in support of disaster relief to providing strategic depth through sustained augmentation for major contingency operations. We live in a world of increasingly complex security challenges across the globe and fiscal uncertainty at home. Accordingly, we are committed to tightly grip any current operational requirements and rapidly respond to future emergent contingencies. Your continued unwavering support of the Marine Corps Reserve and its associated programs underscores the ability of our Marines and Sailors to professionally and competently integrate in the Total Force Marine Corps in an operational capacity and is greatly appreciated. *Semper Fidelis!*

Senator DURBIN. Thank you, General Hummer.

Lieutenant General Jackson is the Chief of the Air Force Reserve. Please proceed.

STATEMENT OF LIEUTENANT GENERAL JAMES JACKSON, CHIEF, AIR FORCE RESERVE, UNITED STATES AIR FORCE

General JACKSON. Mr. Chairman, distinguished members of the committee: Thank you for the opportunity to appear here before you. This year, the Air Force Reserve celebrated its 65th birthday,

established in 1948 by President Truman. I am honored to be here today and represent America's citizen airmen as Chief of the Air Force Reserve and the Commander of the Air Force Command.

First, I wish to highlight the over 70,000 Air Force reservists who comprise our combat ready force. They provide the President, and our Nation, with operational capability, strategic depth, and surge capacity.

Currently, over 2,000 of American citizen airmen are deployed around the world. Additionally, there are approximately 4,000 serving on Active-Duty status in direct support of combatant commander requirements.

Today, I would like to share with you just three of my focus areas for the Air Force Reserve. First, we must never lose sight of our men and women in harm's way, which is why "Remember the Fight: Today and Tomorrow," is my top focus area.

The Air Force Reserve remains in high demand, and we expect that trend to continue. That is why it is imperative that your Air Force Reserve is properly organized, trained, and equipped for any contingency across the spectrum of conflict.

Our ability to effectively respond with a capable force is increasingly challenged by sequestration and by fiscal uncertainties. As the majority of our funding is devoted to operations and maintenance (O&M), reducing the O&M account directly impacts the readiness of the Air Force Reserve. Cuts to both flying hours and weapon systems sustainment make it more difficult to be a reliable force provider, and will take us some time to recover.

Adaptive force is my second focus area, and as we look to the future, we need to have a holistic view of the right Air Force capability mix in your Air Force Total Force team. What best fits in the Air Force Reserve, the Air National Guard, and the Active-Duty force for the Nation?

We are a Total Force team, each with unique strengths that we bring to the fight. And the Air Force Total Force Task Force stood up by the Secretary of the Air Force and Chief Welsh is a step in the right direction, and I fully support that effort.

I also look forward to providing input to the National Commission on the structure of the Air Force on this important issue.

One of the strengths of your Air Force Reserve is the majority of our airmen serve part-time, bringing years of combat-tested experience at a cost-effective rate. Further, we deliver our diverse portfolio capability in title 10 status, as your Federal reserve. This is important to some missionaries to meet combatant commander requirements.

Another Air Force Reserve strength is we leverage our airmen civilian expertise such as in cyber, in space operations where staying on the cutting edge makes all the difference. Our citizen airmen can translate their industry knowledge and skills for the cyber and space domain to the needs of our Nation's defense. We are working to grow that cyber capability within the Air Force Reserve.

My last focus area is to develop our team. This refers to both developing leaders for the Nation, as well as assisting our citizen airmen in keeping a Reserve work-life balance between their Reserve duty, employers, and family life.

Developing the team is more difficult as the effects of sequestration take hold, as over three-fourths of our full-time personnel all dual status Air Reserve technicians impacted by the furlough that could go in effect translate to an even greater impact, negative impact to our mission readiness every day.

Further cuts to O&M, the travel dollars have reduced our training and exercises, professional military education opportunities, and have made successful recruiting even more of a challenge.

As you deliberate our proposed budget, I ask you to consider the Air Force Reserves contribution to the joint fight and the men and women who proudly serve our Nation.

PREPARED STATEMENT

Our citizen airmen deliver cost-efficient, operational capability and capacity to surge quickly where America needs us most.

I look forward to working with you to ensure Air Force Reserve remains highly capable and ready to serve.

Thank you, members of the committee, and I stand by to answer any of your questions.

[The statement follows:]

PREPARED STATEMENT OF LIEUTENANT GENERAL JAMES F. JACKSON

Mr. Chairman and distinguished members of the subcommittee, thank you for the opportunity to appear before you. I'm honored to represent America's Citizen Airmen as the Chief of Air Force Reserve and Commander, Air Force Reserve Command (AFRC). The Air Force Reserve (AFR) is a combat-ready force, composed of approximately 71,000 proud Reservists, stationed locally throughout the United States, serving globally for every Combatant Command. We provide our Nation with operational capability, strategic depth and the capacity to surge quickly when America needs us. We are an integrated Total Force partner in every Air Force core mission:

- air and space superiority;
- global strike;
- rapid global mobility;
- intelligence, surveillance, and reconnaissance (ISR); and
- command and control.

The majority of our Citizen Airmen serves part time, making us a highly efficient force with effective capability. In times of crisis, we can call upon an additional 790,000 Airmen from the Individual Ready Reserve, Standby Reserve, Retired Reserve and Retired Active Duty. Over the last two decades, we've supported sustained combat and humanitarian operations throughout the world, including in Bosnia, Kosovo, Afghanistan, Iraq, Libya, Japan, Mali and the Horn of Africa. When natural disasters strike here at home, the Air Force Reserve delivers capability and expertise, providing relief to our fellow Americans, most recently in response to Superstorm Sandy. Domestically or globally, America's Citizen Airmen are always ready to answer our Nation's call—anytime, anywhere.

Today, I want to share with you my vision for the Air Force Reserve based on three focus areas: Remember the Fight—Today's and Tomorrow's, Adapt the Force, and Develop the Team.

REMEMBER THE FIGHT—TODAY'S

My top focus area is to "Remember the Fight" and our Nation's men and women who are serving today in harm's way. The Total Force team remains in high demand, supporting the joint fight around the world by flying, fighting, and winning in air, space and cyberspace. On any given day, over 2,000 of America's Citizen Airmen are deployed, serving in every Area of Responsibility, with an additional 4,000 men and women on Active Duty status supporting Combatant Command (CCMD) requirements. As a Federal Title 10 Force, more than 8,000 Individual Reserve members are assigned throughout the Department of Defense (DOD), including the staffs of the Office of the Secretary of Defense, the Joint Staff, Combatant Commands, Air Force Major Commands, and Intelligence and Defense Agencies. Inte-

grating individual reservists throughout the DOD provides valuable experience and continuity. This enables the Air Force Reserve to collectively support the decision-makers, the joint warfighters and the force providers at the tactical, operational, and strategic levels of conflict.

The majority of your Air Force Reserve serves alongside our Active Duty counterparts in association constructs. The synergistic benefits derived from associations add to the Air Force's strength. In Total Force Integration (TFI) associations, the Active Duty and Reserve component share equipment, facilities, and resources, including aircraft, crews, and maintenance, to carry out a common mission.¹ TFI associations represent tremendous value to the taxpayer, both in cost savings as well as improved mission effectiveness. TFI fosters communication between components by sharing day-to-day responsibilities, resulting in more effective utilization of combined resources. As sequestration takes hold, associations will provide even more value as we find ways to get the mission done by using the combined resources at our disposal. Currently, the Air Force has 121 TFI associations and the Air Force Reserve is adding 5 more in fiscal year 2013 in the growing areas of cyber and ISR.²

Authorized by the fiscal year 2012 National Defense Authorization Act (NDAA), the Reserve component can now be mobilized to respond to national security needs here at home (commonly known as 12304a). Air Force Reserve capabilities of weather reconnaissance, aerial firefighting, and aerial spray are critical to the Nation when catastrophe strikes. Dual-use capabilities such as airlift, aeromedical evacuation, and personnel recovery are equally valuable, both in-theater and for homeland support. America's Citizen Airmen demonstrated their worth before and after Superstorm Sandy struck the Nation's most populous region. The famous "Hurricane Hunters" of the 53rd Weather Reconnaissance Squadron flew inside the massive storm, relaying lifesaving data to National Weather Service forecasters on the ground. Additionally, the team at Westover Air Reserve Base in Massachusetts supported the Federal Emergency Management Agency by hosting relief operations. Finally, March Air Reserve Base in California served as the west coast response hub. From this location, Total Force C-5 and C-17 cargo aircraft delivered 1,200 short tons of supplies, 356 passengers, and 134 utility vehicles to the east coast. America's Citizen Airmen also once again exhibited their willingness to serve through volunteerism. While the new Air Force Reserve mobilization authority was not used by the Secretary of the Air Force, its construct was practiced in real time as our dedicated Citizen Airmen assisted the national effort to restore critical infrastructure.

REMEMBER THE FIGHT—TOMORROW'S

As you know, in 2012 the Department of Defense released strategic guidance, "Sustaining U.S. Global Leadership: Priorities for 21st Century Defense", in which the Secretary of Defense wrote the "country is at a strategic turning point after a decade of war." Over the last decade, the Air Force Reserve has transformed our organizational structure and processes to be an operational force with strategic depth and surge capacity. One example of this is the establishment of the Force Generation Center (FGC). The FGC is the "one-stop-shop" offering access to Air Force Reserve forces to fulfill Combatant Commander requirements. The FGC processes requests for capability from force providers, monitors current Combatant Commander support, and tracks the individuals and units who volunteer or are mobilized. The FGC has simplified and streamlined access to title 10 Air Force Reserve forces and benefited our individual members, as we carefully monitor the mobilization-to-dwell ratios, especially those in our stressed career fields and units. The FGC is a foundational piece of your Air Force Reserve as we look to the next decade and supporting tomorrow's joint fight.

Continually transforming the Reserve component through modernization is critical to ensuring we are an effective and combat-ready partner across the spectrum of conflict. Since 1981, the National Guard and Reserve Equipment Account (NGREA) has been used by the Air Force Reserve to upgrade equipment for better targeting, self-protection and communication capabilities, proving their combat value in Afghanistan and Iraq. Over 20 years of sustained conflict has taken its toll,

¹Three association types: Classic, Active, and Air Reserve component. In a "Classic" Association, the Active Duty is the host unit, retaining weapon system responsibility, while sharing the mission with a Reserve or Guard tenant unit. For "Active," the Reserve or Guard unit is host, with an Active Duty tenant. The "Air Reserve Component" pairs a Reserve unit with a Guard unit, with either component acting as the host and the other as the tenant unit.

²Four intelligence classic associate units at Wright-Patterson AFB, Ohio; Hurlburt Field, Florida; Fort Meade, Maryland; Offutt AFB, Nebraska; and a cyber classic associate unit at Joint Base San Antonio-Lackland, Texas.

making continued recapitalization funding for the Air Force Reserve critically important.

The current top three Air Force Reserve procurement priorities are:

Defensive Systems

Air Force Reserve aircraft require self-protection suites that are effective against modern anti-aircraft missile systems. Large Aircraft Infrared Countermeasures (LAIRCM), Aircraft Defensive Systems (ADS), and Missile Warning Systems (MWS) are needed to provide adequate infrared missile protection for combat operations.

Data Link and Secure Communications (Battlefield Situational Awareness)

Air Force Reserve modernization efforts stress aircraft defense, safety, and data link communications. The information demands of modern warfare require a fully integrated data-link network. A robust, persistent airborne gateway system and secure line-of-sight (SLOS)/beyond line-of-sight (BLOS) voice and data communications support that integrated data-link requirement. SLOS/BLOS communications are currently being installed in all combat coded aircraft with NGREA funding.

Precision Engagement Capability

Programs increasing warfighter capability include Precision Engagement modernization systems like the LITENING targeting pod, the F-16/A-10 Center Display, and the F-16/A-10 Helmet Mounted Integrated Targeting. These systems allow for the addition of future capabilities at low cost and are critical for close air support and communication with the ground forces.

Military Construction (MILCON) is also a critical component in the Air Force Reserve's ability to be combat ready for tomorrow's fight. The Air Force Reserve is a tenant at over 50 installations, where we maximize taxpayer value by sharing facilities whenever possible. Nevertheless, the Air Force Reserve is in need of MILCON to modernize and consolidate existing infrastructure, as well as to accommodate growth into new mission areas. We currently face a validated \$1.4 billion backlog of unfunded MILCON requirements. The backlog increased in fiscal year 2013 as the Air Force took a deliberate pause to ensure resource availability in other areas. For fiscal year 2014, there are three Air Force Reserve MILCON projects: a Personnel Deployment Processing Center at March Air Reserve Base, California; a Squadron Operation facility for the 513th Air Control Group at Tinker Air Force Base, Oklahoma; and a new Entry Control Complex at Homestead Air Reserve Base, Florida. The Air Force Reserve, like the Active Duty, is counterbalancing some risk in MILCON through Operation and Maintenance (O&M) Facility Sustainment, Restoration, and Modernization funding. We are recapitalizing aging facilities, promoting consolidation, and demolishing unnecessary, resource-draining facilities to make the best use of our facility footprint.

ADAPT THE FORCE

"Adapt the Force" is my second focus area. The "Priorities for 21st Century Defense" calls for an examination of "the mix of Active Component (AC) and Reserve Component (RC) elements best suited to the strategy" and the appropriate "level of Reserve Component readiness" based on "the expected pace of operations over the next decade." This consists of determining the appropriate Active/Reserve force mix as well as the mission sets best suited for the Air Force Reserve as your Federal title 10 combat force. All three components are addressing this very subject through the Air Force's Total Force Task Force.

Speed, range and flexibility are the hallmarks of airpower, giving our military versatility. As the Department of Defense makes the "rebalance toward the Asia-Pacific region," while maintaining a Middle East presence, the Air Force Reserve's operational capability, strategic depth, and surge capacity are critical to our Nation's defense. Furthermore, the Reserve component has served under a partial mobilization since 2001. Congressional authority given in the fiscal year 2012 National Defense Authorization Act (known as 12304b) to mobilize up to 60,000 members of the Reserve components for preplanned and budgeted missions in support of Combatant Commands will be an important factor in how your Air Force Reserve will continue to support our Nation's defense.

The Air Force Reserve is proud to be an always-ready Federal force, able to respond within 72 hours anywhere the Nation needs us. Yet in a complex world with ever-increasing and evolving threats, our ability to effectively respond with a ready and capable force is increasingly threatened by fiscal realities caused by sequestration and funding uncertainty. As the majority of our funding is devoted to O&M, reducing the O&M account directly impacts the readiness of the Air Force Reserve. Further, with over three-fourths of our full-time personnel serving as dual-status

Air Reserve Technicians, civilian furloughs translate to an even greater negative impact to the mission readiness of our units. We ask Congress to enact a comprehensive and measured approach to deficit reduction so the Air Force Reserve may continue to be a reliable force provider and take care of our Citizen Airmen, otherwise the valuable operational expertise gained by our reservists since 9/11 and available to our Nation will be at risk.

As we analyze the right Active/Guard/Reserve force mix, the Air Force Reserve will be mindful of our strengths. Perhaps our greatest strength is we retain "Airmen for Life," preserving the considerable investments and expertise of our Airmen, beyond their Active Duty service. Retaining pilot experience continues to be a focus, but we must also remember the combat-tested warriors across many disciplines and career fields. Keeping this diverse, operational experience enables the Air Force Reserve to be a combat-ready force. Also, keeping sufficient Air Force Reserve end strength to retain these Air Force members is crucial.

Determining the cost of our Total Force manning has always been difficult. I wish to highlight to the committee the Reserve Forces Policy Board's Cost Methodology report entitled "Eliminating Major Gaps in DOD Data on the Fully Burdened and Life-Cycle Cost of Military Personnel: Cost Elements Should be Mandated by Policy." Being aware of this report helps us better engage in a conversation using tangible information on the cost of our manpower in the Air Force. This report can help inform the discussion in regard to the mix of Active, Guard, and Reserve roles and missions, organizational structures, and the best use of our defense dollars.

A second strength of the Air Force Reserve is we leverage our Citizen Airmen's civilian expertise from private industry, especially in fields where intellectual capital is at a premium. For instance, the Air Force Reserve found beneficial value in standing up a Space Operations Group in 1997 (later becoming the 310th Space Wing), to take advantage of the technical civilian/military synergies our Citizen Airmen possess, for space programs like GPS, missile warning and weather monitoring. On March 3, 2013, the Air Force Reserve activated the 960th Cyber Operations Group. We are using our lessons learned from the past to grow the cyber mission area for the future. Cyber is a man-made domain where staying on the technical cutting-edge makes all the difference. Once we train our Air Force cyber personnel, we need to retain them when they depart Active Duty. The DOD should also leverage the civilian cyber experience of our Citizen Airmen who are non-prior service, who can translate the latest industry knowledge and skills into the defensive needs of the Nation. In my opinion, we need to treat this important and perishable skill set similar to those of our physicians and medical personnel.

A final hallmark of the Air Force Reserve is we provide continuity and depth of experience. Since 9/11, there is no question that special operations forces (SOF) delivered a return on investment for our Nation. For the Air Force Reserve, this continuity and experience has resided for over 30 years in the 919th Special Operations Wing at Duke Field, Florida. This year the newly created Air Force Special Operations Air Warfare Center stood up at Duke, commanded by an Air Force Reserve brigadier general, which will bring together more than 500 Active Duty and Reserve Airmen for the SOF mission. The expected synergistic benefit of this new organization will pay huge dividends for our Nation and will serve as another valuable example of integrating the Total Force.

DEVELOP THE TEAM

"Develop the Team" is my third focus area, which refers to developing leaders for our Nation, and helping America's Citizen Airmen keep a healthy "reserve-work-life balance." By investing in these areas today, we ensure a quality Air Force Reserve is prepared to serve the Nation now and in the future. Professional force development, in both officer and senior enlisted ranks, is vital to growing leaders for the Air Force and our Department of Defense. We are putting into place options for those seeking to be considered as potential senior leaders, while preserving the Citizen Airmen culture of being stationed locally and serving globally. Second, we ask America's Citizen Airmen to maintain a unique reserve-work-life balance between their Air Force duties, their civilian employer and their families. Maintaining this balance can sometimes be difficult for Citizen Airmen. Programs such as the Employer Support of the Guard and Reserve (ESGR) and "Hero2Hired.jobs" are critical in helping our Airmen deal with life-changing events such as deploying and transitioning to/from the civilian workforce. The importance of the Yellow Ribbon Program for our deploying members was demonstrated last fiscal year as 2,640 Air Force Reserve members attended 78 events, along with 4,661 family members. This equates to 77 percent of eligible members attending this volunteer opportunity, a testament to the value of the Yellow Ribbon Program.

Additionally, the Air Force Reserve is leveraging today's technology to further support our reserve-work-life balance by offering the Wingman Toolkit. I encourage the committee members and staffers to visit the Web site at <http://afrc.wingmantoolkit.org/>. If you like, download the Wingman Toolkit mobile phone app. The Wingman Toolkit is our online resource to support comprehensive fitness in the four areas of physical, mental, spiritual, and social well-being. The Wingman Toolkit is one of many efforts to address member issues, such as suicide prevention, by building a strong Wingman culture that proactively take care of themselves and each other. The Air Force also works with DOD's Defense Suicide Prevention Office to promote awareness of the Military Crisis Line, a service that provides 24/7, confidential crisis support to those in the military and their families. The professionals at the Military Crisis Line are specially trained and experienced in helping servicemembers and their families of all ages and circumstances—from those coping with mental health issues that were never addressed to those who are struggling with relationships. They provide immediate access to care for those who may be at risk of suicide, along with additional follow-up and connection with servicemembers and Veterans to mental health services.

On a final note, last year the Air Force Reserve published "Turning Point 9.11: Air Force Reserve in the 21st Century, 2001–2011". This book describes our history, emphasizing the story of America's Citizen Airmen since September 11, 2001. I encourage the subcommittee members and staff to visit the Air Force Reserve Command homepage (www.afrc.af.mil) to download the electronic version.

CONCLUSION

The Air Force Reserve is a proud component of the Total Force team in the defense of our Nation. I sincerely appreciate the enduring support of this subcommittee and all you do for America's Citizen Airmen. I look forward to working with each of you to ensure that your Air Force Reserve remains postured and ready to serve.

Senator DURBIN. Thank you very much.

General Grass, we are faced, in this committee and in Congress, with a tough assignment: How to cut spending without jeopardizing our national security? How to reduce our expenditures without, in any way, endangering our Nation, or compromising the morale and readiness of the men and women who are willing to serve and defend us?

So the question comes down to a very basic one in this first hearing before the Appropriations Committee in this cycle, and that is a question as to what mix between the Active Force, and the Guard and Reserve Force is right to keep the Nation safe? And what is the best mix to save money for America's taxpayers?

A recent report from Reserve Forces Policy Board found that the cost of a Reserve component servicemember when not activated is less than one-third the cost of an Active component servicemember. I might add, there was a recent example, though, where a decision was made that nearly 1,000 soldiers from four Army National Guard units, who were scheduled to deploy this summer to the Horn of Africa and Sinai Peninsula, would stay home and Active troops would go instead. It was announced that we would save \$93 million by using the Active Force.

The report I mentioned earlier recommended that the Department develop a costing model to determine the fully burdened and lifecycle cost for an Active component versus a Reserve component.

So I would like your comment on the overall question as to if we could, whether we should move toward the Guard and Reserve in a way to conserve funds and still keep our Nation safe, or whether the activation of these forces is so expensive that that would negate any other savings?

General GRASS. Chairman, thank you for that question.

First of all, let me mention that I have had a number of conversations with both Chairman Dempsey and General Odierno and General Welsh, and one of the founding discussions that we have to have is: What is the right mix between the Active component and the Reserve given the strategy that we have set out for the Asia Pacific?

And I do think all of us at this table, I think would agree, that our soldiers, airmen, sailor, marines have done an outstanding job and we have taken, especially with resources we have been given, have taken our forces to a level and our leadership to a level that probably has never existed in the Reserve components today. So what we don't want to do is lose that capability and the capacity.

And the debate, though, goes down to, what can we afford? And I think what we have to do right off the bat is determine, and I've got a copy of the Reserve Forces Policy Board, which I think is some great recommendations. We have to come together within the Department and agree upon is that the right equation for figuring? I looked at it. I think there are very good numbers in there, but I think that we are open to that discussion and have that debate.

And once we figure out what that number is, now we can balance that number against the strategy, and what is the right mix between the Active components? What do we need on the ramp right now, ready to move out, 24/7 and what do we need that we can put into the Reserve component? In many cases, many of our Reserve components are almost on the ramp anyway ready to go. But what is that right mix? And I think that is a debate our Nation has to have here and given our fiscal constraints.

Senator DURBIN. Do you know when Congress can expect to receive the cost model that I referred to from the Department?

General GRASS. Chairman, I will take that for the record and get back to you.

Senator DURBIN. Okay. I'd like you to, because I think that gets right to the heart of the issue which I wanted to raise.

[The information follows:]

The Department of Defense cost model review conducted by the CAPE will be released in the late spring or early summer 2013.

Senator DURBIN. Senator Cochran.

Senator COCHRAN. Mr. Chairman, I am pleased to join you in welcoming our distinguished panel of witnesses this morning.

And I first want to brag about our experience in Mississippi hosting one of the most active training bases that the Air Force has at Keesler Air Force Base in Biloxi, Mississippi. And I have had the pleasure of visiting that base a number of times since my service began in the Congress, and we have been very proud of the contributions they have made.

What are your plans for the future at Keesler? Everybody gets nervous when people start talking about changing, and downsizing, and putting places in mothballs until later contingencies might arise. What is the assessment that you have of the future of Keesler Air Force Base?

General CLARKE. Senators, I think that question was for me.

Senator COCHRAN. Yes, it is. I am sorry.

General CLARKE. And it is for somebody in a blue suit.

Senator COCHRAN. I was looking at the Chief.

General CLARKE. Yes, sir. Actually, the Air National Guard has little involvement with Keesler. We have other Air National Guard interests up at Jackson and also at the Meridian, and I can talk at length about both of those and the value that they contribute to the Nation, but very little at Keesler for ourselves.

But we recognize that Keesler is a wonderful solution and the people that serve there, I agree with you, wonderful people and airmen.

Senator COCHRAN. My personal experience was as a naval officer in going through the Navy ROTC program at the University of Mississippi and serving on a heavy cruiser operating out of Boston. And I really enjoyed the opportunity. Of course, nobody was shooting at us, or bombing us, or anything like that when I was in the—on Active Duty.

But I did continue to serve, and go to Newport every summer, and teach at the Naval Officers Candidate School in Newport. That was an interesting experience because of the buildup in Vietnam and the things that were happening around the world requiring a lot of Reserve officers to be actively involved, even though they weren't technically on Active Duty, but on Active Duty for training. Many of us spent a lot of time and effort.

What is the dependence right now on the Guard and Reserve in terms of state of readiness and protecting the security interests? What is the balance that we have? Is this the right balance, those that are on Active duty? Could we put more in the Reserve and Guard forces? What's your judgment?

General GRASS. Senator, if I could start, I would tell you that for the National Guard, Army, and Air combined, we have 28,000 serving today on Active Duty, not including what we have in the homeland. And of those 28,000, 22,000 are deployed, the others are either demobilizing right now or getting ready for mobilization to deploy.

And as I visit our troops, and I recently in January visited our troops in Europe, also went to the Sinai Desert, the peacekeeping force there that we have, and then to Afghanistan.

And this generation of guardsman and, I am sure, the Reserve components in general joined, over 50 percent have joined since the war started. And they see this current operational environment we are in as something that they want to step up to the challenge and do. If they can get predictability, they can work with their employers and let them know when they are going to deploy, they expect to be deployed.

For the National Guard, if we were to go to 1-in-5 deployments, which is the model that we have worked through with the Army, the Air is a bit different because of how they deploy. But on the Army side, we could probably sustain that forever with this current force. And a 1-in-5 off of a force of 360,000 is well beyond the capability we would even need today from the Reserve component.

ACTIVE DUTY—RESERVE FORCE BALANCE

Senator COCHRAN. Thank you very much. I am going to call on the Navy representative to respond to that same question. Let us know what the balance is in the Navy and its Reserve forces.

Admiral BRAUN. Yes, sir. I believe that at this point, when you look at what the Navy Reserve has done over the past 12 years, we are very integrated, and we are more ready than we have ever been.

And we've got so many mission areas in the Navy Reserve when you look at our aviators, our surface warfare officers, our submariners, SEALs, and then onto Intelligence, medical personnel, JAGs; so all of these personnel are contributing completely to the fight that goes on today. And so, I am very proud of the readiness that we've got right now.

Can we bring more into the Reserve component? I think that it depends on what mission area we are talking about. And I think it is critical that we take a good, hard look at what that Active-to-Reserve ratio is, and see if there are some areas where we can move capabilities into the Reserve component.

Senator COCHRAN. Thank you.

Thanks, Mr. Chairman.

Senator DURBIN. Thank you very much, Senator Cochran.

Senator Collins.

Senator COLLINS. Thank you, Mr. Chairman.

First of all, let me echo the chairman's thanks to the National Guard for truly heroic actions in response to the terrorist attack in Boston. It does not surprise me, however. I don't think it surprises any of us because our experience in our home States is that the National Guard is always ready to answer the call for help, whether it is a natural disaster, or a terrorist attack, or deploying overseas.

And in Maine, we have an Air National Guard base that performs refuelings and that base, in a cost-effective manner, does more refuelings than any airbase, Active Duty or Guard, along the entire east coast. So we are very proud of the contributions that the National Guard is making in Maine to our mission.

I also want to take just a moment to acknowledge vice president—vice president; I gave you a little promotion there.

Vice Admiral Braun, who is the first woman to be the Chief of the Naval Reserve. This is her first time testifying before the Defense Appropriations Subcommittee. And most important of all, she is from Brunswick, Maine. So it does not surprise me that she has excelled in this manner.

General Grass, well, all Active Duty military personnel are exempt from the sequestration furloughs. This is not necessarily the case for many DOD civilians, including the more than 53,000 dual status technicians, which account for more than half of the Guard's full-time force.

Yet, these technicians are really the effective equivalent of the uniformed personnel in the Active Duty component. In my home State, we have 539 military technicians consisting of 279 serving in the Army National Guard and 260 serving in the Air National Guard, who are potentially subject to furlough.

My understanding is that your position on furloughs is that the National Guard Bureau can achieve the sequestration budget targets in a way that would avoid the need to furlough the dual-status technicians. And I know from my meeting with the Navy, that the

Navy also has come up with a way, generally, for the Active Duty components and also the civilian components to avoid furloughs.

Is that an accurate description of your position?

General GRASS. Senator, as you know, I serve on the Joint Chiefs, and as a member of the Joint Chiefs, we made a decision to stick together, to be fair across all of our civilian employees, and that if there was a requirement for a furlough, that we would all abide by that. I was advised by my legal counsel, also, that that was the right way to go with the legal framework.

Our big concern is that technicians in the National Guard are different because they are required to wear a uniform to work, and they are required to be a member of the unit. And so, what they do every day for us—whether it is maintaining aircraft, it's maintaining tanks, after a drill weekend—they do an awful lot of work at getting all of our equipment back, ready to go in case we have a disaster; that would have a major impact.

And if I look at today, even if we go with a 14-day furlough through the end of the fiscal year, we would lose about 5.5 million man hours of work this fiscal year.

But I do think it is important that we, as a Nation, decide if we are going to furlough, that we be fair cross the board.

Senator COLLINS. But the National Guard Coalition did send Secretary Hagel a letter about the military technicians on March 20. Is that not correct? Making the same points that you have made, that they are actually the functional equivalent of Active-Duty personnel, and what the very negative consequences would be?

General GRASS. Yes, ma'am.

Senator COLLINS. Mr. Chairman, I think this is a huge issue. Surely, if there are units within our military that are the functional equivalent of Active-Duty personnel, they should be treated that way.

But more important, if certain of the services have figured out ways to set priorities using the flexibility that we gave them in the continuing resolution, which I supported, and can avoid furloughs that are going to end up increasing costs, as well as causing such personal hardship, I would hope that we would encourage those services to do that, and that we would not apply a one-size-fits-all approach.

Thank you, Mr. Chairman.

Senator DURBIN. Thank you, Senator Collins. I think that is worth looking into in all the branches to see if there are ways that we can accommodate those who are serving our country in a civilian capacity as well.

Senator Murkowski.

Senator MURKOWSKI. Thank you, Mr. Chairman.

And welcome for the committee here this afternoon. And just following on Senator Collins's point, I was up in Alaska over the Easter recess, and I held listening sessions, town halls at Eielson Air Force Base, as well as Fort Wainwright. I also met with multiple spouse groups in the areas.

Every place that I went, this issue was raised and a level of concern that was expressed was just as you have conveyed, Senator Collins. And I think that when we look to quantifying the impact of furloughing these technicians, I think we need to appreciate that

it is substantial, and yet there are ways that we can address it and, I believe, should address it.

I was notably impressed, I guess, with the level of concern that I heard in all of the various meetings that I had; that this was front and center. So I would like to think that there is something that we can do to address that.

I would like to speak to the C-23 Sherpa, and I think, General Ingram, this is addressed to you here.

Last year, the Army proposed the divestiture arguing that the intratheater lift could be provided by the Air Force using other assets that did not particularly sit well with the Congress, and the divestiture was barred for fiscal year 2013.

During the past fiscal year, we have seen a number of the Adjutant Generals complain that the Sherpas were being moved out of their State for engine replacement, which they interpreted to mean marshaling for the planes for divestiture.

We are hearing rumors that the planes will once again be taken away from the States and marshaled before the end of the fiscal year, in the hopes that Congress won't stand in the way of the divestiture.

In Alaska, as you may know, these aircraft are amazing work-horses; just amazing what they can do. They can take you into places in Alaska that no other aircraft can.

So the question to you, General, is whether or not you can give the assurance that the Adjutants General will have the full use of the Sherpa in this fiscal year.

General INGRAM. Senator, thank you for the question.

I am very familiar with the Sherpa and the work that the Sherpas do across the United States, especially in Alaska with the unique geography that you have in your State.

With the divestiture plan really in abeyance at the moment, the Army National Guard is working with the Army to synchronize the details for the way ahead for the remaining C-23 fleet. We have already moved, last year eight have been moved into warm storage.

The Army National Guard believes that the Army intends to fully support the language in Public Law 113-6 and not divest the C-23 aircraft with this year's appropriated funds. However, the Army is considering the option of placing all of the C-23s in semi-flyable storage by the end of this fiscal year. The details of the way ahead for the C-23 should be released by the Army very soon.

So we are working with the Army and waiting for their decision on the fate of the C-23s at the moment.

Senator MURKOWSKI. So if we are provided a mechanism for the States to take title to the Sherpas, if the Army divests, but then the States are left in a position where they've got to figure how they deal with the operation and maintenance. Could the Guard continue to provide personnel and maintenance funding to support the missions?

General INGRAM. Senator, that would be very difficult. I don't—that is the point of the divestiture is the operation and maintenance cost of the aircraft. And currently, in the program, in the Program Objective Memorandum (POM), there is no provision for operation and maintenance of the C-23 fleet.

Senator MURKOWSKI. That's not there.

General INGRAM. And, in fact, the fore-structure that goes with it, the positions for the pilots and maintainers of those aircraft, are being written out of the system.

Senator MURKOWSKI. Well then, let me ask just one final here.

I have heard that the Army National Guard was given a choice of either more Lakota helicopters or retaining the Sherpa. They, apparently, they chose the Lakota. Now, I do not know whether that is accurate or not, but Alaska's Adjutant General has made a very solid case for bringing the Lakota to Alaska. That has been resisted.

As you very well know, we have a very aviation-intensive State. Our Guard units, both Army and Air, do some pretty extraordinary things with the assets that they have been provided. But we are in a situation where we are told, "You are going to retire the Sherpa," and then you say that we cannot have the Lakota.

So it puts us in an incredibly difficult spot to provide for any of the mission that is required in a State where you don't have the roads to travel. You need the aircraft. The aircraft that works is a Sherpa. Sherpas are being retired. Our other alternative is the Lakota, and we are being told, "You are probably not going to see that."

It seems to me it is a pretty inequitable situation, and I am not quite sure what we do.

General INGRAM. Senator, I will have to get back with you on the fielding of the Lakota to Alaska. I am not familiar with the fielding plan on that particular aircraft to the State of Alaska. And I will look into that and be back with you.

Senator MURKOWSKI. Okay. I would appreciate that.

[The information follows:]

The ARNG UH-72 fielding plan released in 2007 did not include the Alaska Army National Guard (AKARNG). The UH-72 aircraft are replacing OH-58 A/C aircraft assigned to Security and Support battalions, a type of force structure which the AKARNG does not possess.

It is important to note that the UH-72 aircraft is not equipped with any de-icing capability. There are no funds or Army intent to modify the aircraft with de-icing. The UH-72 flight manual states "in case that icing conditions are entered unexpectedly, the icing zone shall be left in the quickest possible way." All Army operators of UH-72 aircraft must therefore avoid operating the aircraft in icing or forecasted icing conditions. Given these restrictions, operation of the UH-72 in Alaska would be hampered throughout much of the State during much of the year.

At this time, the AKARNG's Force Structure Strategic Plan indicates a need for CH-47 aircraft (as a replacement for C-23s) and aviation maintenance force structure—not UH-72 aircraft or Security and Support battalion force structure. In addition, the ARNG 2010 UH-60 MEDEVAC expansion plan allocated to the AKARNG, a three-ship UH-60 MEDEVAC Detachment. One of the tenets of the UH-60 MEDEVAC expansion was to ensure every State, territory, and the District of Columbia had either a UH-60 or UH-72 MEDEVAC capability. As a result, the AKARNG is programmed to grow from 20 UH-60s to 23 UH-60s on/about fiscal year 2016.

Senator MURKOWSKI. Thank you, Mr. Chairman.

Senator DURBIN. Thanks, Senator Murkowski.

General Ingram and General Talley, the Army National Guard had a 17-percent increase in suicides from 2011 to 2012; the Army Reserve, a 30-percent increase.

How are you responding to this trend in addressing the mental health of soldiers?

I want to note for the record that the civilian suicide rate for males aged 17 to 60 was 25 percent per 100,000 in 2010, the latest year we have statistics, compared with the military's current rate of 18.3. To put it in perspective, the civilian rate is higher, significantly higher, than the military rate. But at the same time, we are seeing pretty dramatic increases between 2011 and 2012.

I would also like, if you would make part of your answer, to address the fact that many serving in the Guard and Reserve have been activated and whether that has had an impact on suicide rates, and whether the number of deployments can be tracked to any changes in these numbers. Also, please answer whether or not there has been adequate follow up for those who have served in terms of post-traumatic stress disorder (PTSD) and other issues that they might confront because of their service to our country.

General Ingram, I will let you go first on that.

General INGRAM. Thank you, Senator.

In fact, less than half of the number of suicides were committed by soldiers who had deployed. So non-deployers are around 50 percent of the numbers that we are seeing.

The Army National Guard had 99 suicides in 2011, and 110 in 2012; so it is an upward trend. And unfortunately, the trend is continuing to trend up for 2013. It is a daunting challenge with a geographically dispersed force. We only see our soldiers, essentially, one weekend or one time each month.

We have trained a number of Master Resilience Trainers. That is the mechanism that we are using to increase suicide awareness, both at the individual soldier level and for leaders all the way up the chain of command, and those Master Resilience Trainers, 2,800 across the Army National Guard, as well as 7,400 training assistants.

Each State has a director of psychological health, and we are adding additional psychological health providers. These are credentialed providers that assist the States, assist the chain of command in the State of connecting soldiers that have suicidal tendencies with the right level of clinical providers at the local level. So these directors of psychological health are very, very valuable.

And we have 54 State Suicide Prevention Managers that are trained and assist the, again, the chain of command inside the State with suicide prevention.

And we are working with the Defense Centers of Excellence on Tele-behavioral Pilot Initiatives to reach areas that have gaps with providers and services, as well as with universities to train healthcare providers in the military culture and military cultural awareness including traumatic brain injury (TBI) and PTS.

So we are working that as diligently as we can. It is on everyone's radar scope, and it is a tragedy when we lose any soldier, any person to suicide.

Senator DURBIN. General Talley.

ARMY RESERVE SUICIDES

General TALLEY. Mr. Chairman, thank you for the question.

Right from day one that I took command of the Army Reserve and became the Chief, which was in June, so about 10 months ago, my number one concern has been: How do we prevent and stop this

tragedy of suicide? Not only in the Army Reserve, but what can we do in the Army Reserve that could be utilized elsewhere?

I am absolutely tracking 50 suicides in the Army Reserve in calendar year 2012, 41 in calendar year 2011, and currently 21 so far in calendar year 2013.

The demographics are interesting. I will just be frank. When I first got into this position, I thought, "Okay. Where is that suicide population? How do I get access to them? Can I look at the demographics?"

I initially thought, "This is part of our nonparticipation population." In other words, these are folks that are not actively involved in the unit. They don't come to work. We don't see them regularly. They are not actively involved. So I started drilling down on our nonparticipant population to see how I could somehow access them and engage with them.

After about 3 or 4 months of looking at this, what I came to conclude was, I was wrong. The persons that are committing suicide in the Army Reserve are, in fact, people that come to work. The demographics are about 80 percent for 2013; 80 percent male, 20 percent female. About half, a little over half are deployed. Eighty-five percent of them come to work. They are participating in battle assemblies. They are part of family readiness programs. In other words, they are the folks to your left and to your right that appear to be perfectly fine, but what you don't know is their personal life is in turmoil.

The number one reason for the Army Reserves continues to be, first and foremost, a failed relationship coupled with financial stress. And then they will culminate with using alcohol or drugs to do the tragic event called suicide. Only about 35 percent of those are unemployed for calendar year 2013.

So the Army has got this comprehensive soldier fitness program that works pretty well at taking resiliency and making it higher. But I don't think that is going to solve our suicide problem in the Army and the Army Reserve. It takes people that have some level of resiliency and makes that resiliency higher. So I have been struggling to find de facto, the solution for this problem.

Where I am right now in it is Dr. Kelly, who is the Commanding General for AR-MEDCOM, Army Reserve MEDCOM, is also a clinical psychologist in the private sector for over 30 years experience. He and I have been discussing this, and now we are in partnership with the University of Washington. I think, and he thinks, it has to do with coping skills or lack of coping skills.

And so, that resiliency program in the Army takes people that have some resiliency and makes it better. I don't think, and Dr. Kelly doesn't think, those are the folks that are committing suicide. It is the folks that do not have the coping skills to deal with those emotional issues associated with a breakup in a significant relationship or financial stress.

And so, we are partnering with him to now create some sort of emotional training program that, coupled with our resiliency program, that we think will get after the suicide population. But I am going to apply it to all of the Army Reserve because what I cannot find out is I cannot tease out where that suicide subpopulation is.

Senator DURBIN. Thank you.

Before turning to Senator Cochran, I want to welcome our new chairman, Chairman Mikulski. Thank you for joining us in your new capacity. I am honored to serve with you.

Before we leave this subject, though, I don't want to leave it without giving an opportunity to anyone else at the table who has some perspective on this that has not been covered by the testimony that you have just heard; if there is something that you found in your experience on this suicide rate and suicide prevention that you could share with us now. I will just leave it open to anyone who would like to respond.

Okay. I think General Talley and General Ingram have given us good responses on those.

I will go to Senator Cochran at this point. Well, I see Senator Coats is here.

Senator COCHRAN. Oh, yes. Go ahead. Go ahead and recognize him.

Senator DURBIN. Okay. Senator Coats and then Senator Mikulski.

Senator COATS. Thank you, Mr. Chairman.

I have two specific questions. The first one to General Ingram, or, I am sorry, General Clarke. Can you describe for me what the current plan is for the Joint Strike Fighter (JSF) in replacement of the A-10s? Particularly in regards to if there is a timeline relative to when different selections will be made in terms of replacement, and what criteria is being used for that? I am aware that, I guess, five Guard A-10 associations have already been entered into and others will come along.

And I am also interested in how you rank installations, particularly in regard to the fact that, apparently, there are some noise issues with the JSF. And if that is the case, how does that factor into the selection process?

Just give me an overall, if you could, in a general way. Not specific to any particular installation, but how is this process working? What does the timeline look like? What more do I need to know? We've got an issue in Indiana in that regard, and I would like to be able to give those people some answers.

General CLARKE. Yes, sir. Colonel Augustine leads a great group of airmen there at Fort Wayne.

Senator COATS. He does.

General CLARKE. And flying A-10s, which is one of my personal favorites, and that is where I grew up in the Air Force flying the A-10s. However, they are getting old. They are legacy fighters and that is why we are talking about Joint Strike Fighters as a possible replacement in the combat Air Forces for the A-10 and other aircraft.

The timeline shifts to the right because of development delays and other things, but we want to get the program right. I know that the Air Force is doing the best it can to get the buy rate on the airplane up, but it is appropriate that all the testing and development and everything for the airplane matches receiving the aircraft into the force.

As far as basing goes, the Air Force has a highly codified process for bases it selects to bed down aircraft. It takes in many factors beyond just location and existing facilities, environmental studies,

personnel. There are many things that go into the basing criteria. It is a highly codified process and that is true for whether it is Joint Strike Fighter, the KC-46 tanker, or any other plane or aircraft that the Air Force might procure.

Among those, the Air Force looks at all the locations. It does not single out any of them and say, "You're not on—in consideration." It will put them into consideration and then as it moves up a list, it starts to narrow that list down to the locations, maybe a shorter list, if you will, that it would like to bed down aircraft.

As far as timing goes, it is hard to put a finger on exactly when we would see a full flow of the aircraft coming into either the Air Force, regular Air Force, Air National Guard, or Air Force Reserve. But we are looking at 2020 timeframe to really start seeing the bed down process start to pick up. And we will see the airplanes being replaced out there, the legacy fighters.

Senator COATS. Good. Thank you. I appreciate that. You said 2020.

General CLARKE. Yes, sir.

Senator COATS. Roughly.

General CLARKE. Yes, sir.

Senator COATS. And I am one that is not here to say, you know, my base or no base, or this base. I am not in a position to evaluate that.

I am happy to hear that you have a highly codified process in which you work through, and I think that is the way it ought to be. In these times of austerity, we cannot afford to play favorites here. If it does not meet the cost and criteria that is necessary to make the best decisions that we can. So I appreciate that and happy to have you continue to give us progress reports on where we are going.

Second question is to General Ingram and probably General Clarke. We have had a situation where we have an off ramp situation relative to deployment to Africa of some Guard units from Indiana. It came with short notice and I think the question here is: There's, again, this is the decision left to the military. It should not be politically influenced, but it does affect those who had made decisions relative to the deployment and now have to unmake those decisions, and particularly as it relates to early TRICARE and stabilizations, deployment pay, and student aid.

Is there some flexibility here in helping those who suddenly now have the orders reversed to be eligible for those programs because they may not meet the specific deadline requirements?

Could you address—I am not sure exactly who to direct this to, but?

General INGRAM. Senator, I am very familiar with that situation in Indiana. It was a hard decision by the Army to off ramp those units and there will be other off ramps in the future based on the Army situation this year with overseas contingency operations (OCO) funding and having money in different budget items than where it is really needed, as well as the effects of the continuing resolution and sequestration.

I have spoken with Major General Umbarger on a regular basis about the hardship for those soldiers in those units that were off ramped with very little notice. And we are providing—the Army

National Guard Bureau is providing those soldiers with as much relief as they can get, waivers in some cases. Some things are statutory. They cannot be waived.

Everything that we can do to lessen the impact of that untimely off ramping are being done for education, tuition assistance. I am not sure that we can extend TRICARE. That is one of the things that is statutory. But we are working very diligently to assist those soldiers in every way we can.

Senator COATS. Thank you. And General Clarke, do you have any thoughts on that? Well, maybe I am asking—or, I mean, General Grass. I'm sorry. Yes.

General GRASS. Senator, first let me say that General Umbarger is the Adjutant General of Indiana. He did everything that he could to make everyone aware—all the way up through the leadership of the Army—how painful this was for his soldiers, and families, and employers. And he still today is continuing to make sure that we take care of them.

I had an e-mail this morning from him that the Federal financial aid package that had a cutoff a month ago has been extended now for those soldiers that fell in under that off ramp. Also, I know that General Ingram's staff has worked very closely to extend the TRICARE. The TRICARE orders were cut early and they have extended that to try to take care within the legal bounds that we could work.

We will continue to work very closely with General Umbarger to make sure if there is anything we can do within the Department that we go after that and take care of those soldiers.

Senator COATS. Well, I would appreciate that. I appreciate your sensitivity to the plight of these Guard men and women who have made decisions with their employers, with their family, and did all the preparation work necessary. And all of a sudden, they understand these decisions sometimes have to be made, but it also has consequences.

So anything I can do to help that process, if there needs to be some adjustment in regulatory authority or statutory authority, in order to give them what would reasonably be given in a situation like this, I would be happy to work with you.

General GRASS. Senator, if I could make one last comment.

Senator Cochran asked earlier about the right AC/RC mix for the future, and are our folks ready to deploy and willing to deploy? The thing that jumped out at me on this off ramping of two units, the second unit was under 120 days. Here is a force that our traditional citizen-soldiers that their biggest concern was they don't have a chance to go fight for their Nation. That is pretty powerful.

Senator COATS. It is.

Mr. Chairman, thank you.

Senator DURBIN. Thanks, Senator Coats.

Senator Mikulski.

Senator MIKULSKI. Thank you very much, Mr. Chairman.

Good morning to everybody, General Grass, and your entire leadership team. I wanted to come by, not only as a member of this subcommittee, but because of a battlefield promotion that I got in December with the passing of our beloved colleague, Senator

Inouye, I became the chair, the full chair of this committee and had to assume many new responsibilities.

I wanted to come here today to, first of all, express my gratitude to Senator Cochran who, at that time, was vice chair of the committee and helped me through, and offered like a continuity of government, if we will, as we dealt with Hurricane Sandy and other things.

And also to lend my support to Senator Durbin; this is your very first hearing as the subcommittee chair on Defense. And he comes with such great ability and experience. So we are going to work together, and I want you to know, during these times, particularly relating to, as we face sequester, and the continuing funding resolution, that just as your people are ready to fight for America, we were ready to fight for you.

I want you to know on a bipartisan basis, every man and woman at this table fought for the continuing funding resolution; that there be no shutdowns, slam down, lockdown. And that we work for as much flexibility as that we could give you.

And I want to thank everybody. Senator Durbin, you really were a stalwart as you stepped forward. Senator Cochran, your wise guidance, Senator Shelby.

So we want you to know as you struggle with so much, we are here working on a bipartisan and even bicameral basis to be able to help you.

We are now moving ahead to 2014. I have met with Secretary Hagel, Deputy Secretary Ash Carter, General Dempsey so that we can restore regular order so that this budget, this appropriations will move forward.

And we intend to mark up at the \$1.058 trillion level, the same as we agreed in the American Taxpayers Relief Act. There will be tensions because the House wants to markup at \$966 billion, but there are always tensions with the House, and we believe we can resolve them.

But what we wanted you to know is that we are going to work together and we are working together. I am very proud of this subcommittee, its leadership, and the way this Appropriations Committee is. So you should know, we are on your side.

There are many other questions to be pursued. And I just have one area that I would like to pursue with Senators Durbin, Cochran, and others, and that is the Department of Veterans Affairs (VA) disability backlog. And in listening to my Maryland veterans, and seeing the—Baltimore has one of the worst backlogs in the VA—that the National Guard is often kind of like an Orphan Annie or an Orphan Andy in this because the records do not come to the VA.

So General Grass, I would like to just not take the time today, but I would like to really hear as we work, again, on a bipartisan basis to make sure that no veteran has to stand in line for such a long length of time. That we make sure that the men and women who served in the National Guard are part of a process that, we hope, to eliminate the backlog. And I am really worried about it.

It goes to the line of questioning that Senator Coats just raised about the benefit package and the others. So if they are ready to fight, we are ready to fight for you. And help us make sure that

if any guardsman has been injured and is eligible for disability, they are not in a backlog or a Sargasso Sea of bureaucracy, tangled in the seaweed of inefficiency. So that was a complicated metaphor, but you know what I meant.

So anyway, thank you very much, Mr. Chairman. Senator Cochran, thank you for all your help.

Senator COCHRAN. Thank you, Madam Chair.

Senator DURBIN. Thank you, Madam Chair.

Senator Cochran.

RESERVE FORCE TRAINING

Senator COCHRAN. Mr. Chairman, in looking over my notes in preparation for the hearing, I was curious to know whether or not our naval forces are benefitting from an Active Reserve fleet, and whether or not the training opportunities, shipboard experiences are available to our Reserve forces in the manner which keeps them up-to-date and ready to be deployed in case of Active Duty requirements justifying activation of Reserve units or others.

As a pilot as well, the need for training and being ready to deploy on a carrier, engage in air operations that particularly requires up-to-date training.

Do we have sufficient funding in this budget request that will provide the training and Active Duty opportunities to keep the Navy Reserve forces ready?

Admiral BRAUN. Mr. Vice Chairman, thank you for the question.

I always love talking about this because our Navy reservists right now are deployed literally around the world. So you have heard about the Afloat Forward Staging Base, the USS *Ponce* that is out there in the gulf right now. And we do have Navy reservists who are onboard that ship right now. We've got the Air Boss, happens to be a Navy reservist from the State of Illinois.

And then if we look at the LCS *Freedom* that is on its way to Singapore. We've got Navy Reserve sailors who are onboard the *Freedom*, and they will have Navy Reserve sailors who will meet them in Singapore who will help do maintenance on that ship. So we are integrated with the Active component.

Right now, we also have a group of Navy reservists who are deploying with one of our carrier strike groups. So it is not a large number, but we have opportunities for our sailors to be able to maintain their currency.

I will also tell you that we've got a group of about 300 sailors who are out right now as a part of a harbor defense, a Coastal Riverine group, and they are out in the gulf right now as well.

As far as aviation, the Navy Reserve provides all of the fleet air logistics, so moving cargo and passengers around the world for the Navy. That is provided by the Navy Reserve and we do that mainly in the C-40 aircraft that Congress has been so great to help us with and provide for us. And in this recent bill, we do have another C-40, so I want to thank you for that.

Those C-40s were to replace the original 27 C-9 aircraft, and right now, we have four of those aircraft left. We are looking for replacement to have 17 C-40s in the final buy. Right now, we've got 50. I'm sorry, we've got 15 that are spoken for. So we very much appreciate the help to get those C-40s because that aircraft

enables us to move our sailors around the world, and that is flown by Navy Reserve crews. We also have about 75 percent of the adversary support to the Navy is done by Navy reservists in our F-18 and F-5 aircraft.

So I would say that the budget does support the training and readiness of those sailors no matter what the designator or specialty that they are in. But again, we very much appreciate the add of the C-40 in the last bill, and we also appreciate the NGREA that comes to us every year. That has enabled us to provide the patrol boats, the Seabee equipment, the cargo handling equipment, our SEAL teams. We have two SEAL teams who are deployed in squads right now, and that funding provides equipment for all of those sailors.

Senator COCHRAN. Thank you very much.

Admiral BRAUN. Thank you.

Senator COCHRAN. Thank you, Mr. Chairman.

Senator DURBIN. Thank you.

Senator Murkowski.

Senator MURKOWSKI. Thank you, Mr. Chairman.

General Clarke, for several years now, it has probably been about 3, maybe even 4 years, I have been asking about the status of the Active association. What that status is for the Alaska Air National Guard's 168th Wing there at Eielson? And the response over these past several years has been, "Well, we're considering it."

I think it is very clear that the 168th has more work to do in the North Pacific than it can reasonably accomplish given the personnel, given the equipment that they have assigned to it.

They are clearly, clearly eager, and anxious, and ready to take up the challenge of the expansion, but I do not see any progress in responding to this request.

Can you give me an update on that?

General CLARKE. Yes, ma'am.

We pursue Active associations on a variety of platforms including the tanker fleet, and the 168th, as you mentioned, does a wonderful job of supplying the, quite frankly, the mobility backbone for the Air Force with the tankers that we have in that area.

So we, in the Air National Guard, we are in favor of the Active association there. I think it would, obviously, give us an opportunity to associate with Active airmen, but also beyond that, it increases the capability of the unit to provide tanking for the joint force.

So the Air Force goes through the process to determine where they want to do Active associations, and we will continue to work with their mobility command to see if they will put an Active association there at the 168th.

Senator MURKOWSKI. Well, I would appreciate your support of that, and again, I guess there is just a little frustration because it seems that most would agree that it is reasonable, would allow for that expansion that is important. And why we have not been able to kind of get it at off center here and moving forward, has been a point of contention. So maybe we can think about ways that we can encourage that process along, because I do think it is important.

Of course, we are only seeing increased attention to what is going on up North and in the North Pacific, and as you point out,

the 168th is doing a fabulous job for us, but they are ready to do more as well.

Let me ask one final question here and this relates to the C-130 upgrades, as the Pentagon is planning to rely on the existing fleet of C-130s instead of the C-27Js.

Would you concur that there is a need out there for C-130 propulsion upgrades? And I guess it goes to the bigger question, to what extent do you think that the Air Guard should be modernizing its aging fleet here?

General CLARKE. Yes, ma'am. Well, I will take the last part of that first, if you don't mind.

Senator MURKOWSKI. That's the easy one, right.

General CLARKE. Well, my personal opinion, what makes us a Total Force as an Air Force is the fact that we meet the same standards, we take the same inspections. If we have operational engagement in the Operational Reserve, some people call it Operational Force, and we want to stay engaged in the Operational Force as much as possible.

There was an earlier question about that is: How much we will deploy and participate in a variety of things? And resourcing is obviously the last part of that, so there is really four parts to it.

With regard to the resourcing and keeping up our fleet, Air National Guard operates the oldest aircraft in the Air Force. Therefore, it is important that the modernization funds are there to support the upgrades of the aircraft.

And the C-130s, whether it is propulsion or the avionics itself, in order to comply with international airspace requirements that are coming up, we need the funding in order to ensure that we can upgrade the aircraft to comply with combatant commander requirements and international airspace requirements. So we are pursuing those funding.

Now, I want to thank the members for NGREA, because that makes a difference in modernization of the aircraft. We have been able to do remarkable things with NGREA funds to get these aircraft as capable as they can be despite their age.

So we are going to continue to work on all those modernization programs with the Air Force to ensure that these aircraft as capable as possible, and participate fully in recapitalization of the aircraft as well.

Senator MURKOWSKI. I appreciate that and I thank you for your response.

Mr. Chairman, I would just conclude with a comment to you. You asked some specific questions about what we are seeing with suicide within our Guard and the statistics that are out there, recognition that it might not be connected necessarily to deployments. But I think, and General Talley you mentioned lack of coping skills and how we might be able to provide for better support.

In Alaska, we have some not so unique, but maybe just a little more accentuated. We've got very rural areas where our Guard members come back and there is no support. They are out in a very small village, services aren't there, and how we can provide for the level of care and support I think we would all want is very challenging.

And so the discussion about how we can do more with tele-behavioral health and utilizing these networks that we have been forced, maybe blessed, to pioneer some of the tele-health advantages in a State like Alaska. But I do think it is something that we need to look to.

I have always said if we are going to have some kind of counseling or interaction, engagement that you need to have that one on one. I think we recognize that with our younger, whether they are Active or whether they are Reserve, the younger folks are used to that communication with their little electronic gadgets and gizmos. They don't necessarily need to; they are not looking for the same type of personal one-on-one, and I think we need to look to our technologies to how we can address this better.

But it is an issue I am very focused on and would certainly like to work with you, Mr. Chairman, on this.

Senator DURBIN. Thank you very much, Senator. It is a timely issue and an important one.

I have not gone into any depth on the issue of sexual harassment. The Armed Services Committee had considerable hearings on this issue, and I addressed it with most of you when you visited my office here concerning the efforts that are underway.

I was told that Senator Leahy was coming. I was hoping that we could give him an opportunity to ask, because I know of his career-long dedication to the Guard and I am afraid he has not—has the staff had any word as to whether he is coming? On his way. Well, at this point, I am afraid we are going to have to adjourn. I hope that he will come up for a good excuse for me.

ADDITIONAL COMMITTEE QUESTIONS

I want to thank this panel for their testimony here today, and for your service to our country, first and foremost.

I would like to thank you for being here and for your testimony. You have given us a critical component of our Armed Forces, and your career work, and we are grateful for your service.

[The following questions were not asked at the hearing, but were submitted to the Department for response subsequent to the hearing:]

QUESTIONS SUBMITTED TO GENERAL FRANK J. GRASS

QUESTIONS SUBMITTED BY SENATOR RICHARD J. DURBIN

Question. As budgets and Active Duty end strength both come down in the coming years, what capabilities and functions could be more cost-effectively absorbed by the Guard and Reserves in the event the Nation needs them in a future conflict?

Answer.

Air National Guard

The Air National Guard (ANG) benefits the Total Force and the Nation by accomplishing those missions most closely aligned with its enduring strengths and heritage. The ANG has a unique Federal-State relationship that ties decisions on American power to American citizens. As a part-time, surge-to-war Reserve component, the Air Guard offers an affordable way to maintain operationally ready capacity in a fiscally constrained environment which in turn provides senior leaders with strategic options that will preserve force structure and allow for recapitalization. The dual-use construct allows affordable Total Force capacity that can be used by governors, under appropriate statutory authorization, for State missions. Highly experienced ANG Airmen provide a reliable defense and security capability. Lastly, our deep connection to the community brings diverse capabilities together, drives inno-

vation, enables local civil support, and fosters trust by bolstering America's relationship with the military.

There are a number of functional areas and mission sets that are well-suited to the ANG and these are based on unique strengths that stem from our militia heritage. On the other hand, fulltime heavy missions with high OPSTEMPO are not only more expensive for the ANG to execute, but they also strain local employers. Service Core Functions (SCFs) and their associated missions which require surge-to-war capacity/capability that utilize part-time manpower and have a manageable OPSTEMPO align well with the ANG:

- Air Superiority (AS)
- Global Precision Attack (GPA)
- Rapid Global Mobility (RGM)
- Personnel Recovery (PR)
- Agile Combat Support (ACS)
- Contingency Response Groups (CRGs)
- Weapons of Mass Destruction Civil Support Teams
- Chemical, Biological, Radiological, Nuclear and high-yield Explosives (CBRNE) Enhanced Response Force Packages
- Homeland Response Forces (HRF)
- Fatality & Services Recovery Response Teams
- Joint Interagency Training and Education Center
- Eagle Vision
- Modular Airborne Fire Fighting Systems
- Component Numbered Air Forces
- Flying Training Units
- Aerospace Control Alert (ACA)

Some emerging missions, where alignment is not yet fully understood, could also be suitable. These would include Cyber, Command & Control (C2), Education & Training (E&T), Space Superiority (SS), and some Special Operations (SO) missions.

Army National Guard

The largest single function that can be cost-effectively moved into the Reserve components (RC) is manning. The Reserve Forces Policy Board report baselines the cost of RC Soldiers at approximately one-third of the cost of their Active component (AC) counterparts. This means that the RC can maintain units fully manned and partially trained at a fraction of the cost of the AC. When needed they can be mobilized and used in large numbers.

Multiple (third party) studies and cost comparisons of the Active and Reserve components reveal:

- The RC is consistently one-third the cost of the AC. ARNG units are capable of executing all of the same missions AC units execute. The principle difference is time required to train and deploy.
- AC units are able to deploy more quickly because they are provided higher levels of personnel, have more time to train and training dollars. The speed at which RC units can be readied for deployment is a factor of pre-mobilization resourcing, the size of the unit, and the amount of post-mobilization training required for the assigned mission.
- For a modest investment the Army Force Generation (ARFORGEN) cycle provides a rotating force pool of 55,000 Guardsmen ready for employment each year.

When considering specific unit types to move from the AC to RC, consider including Infantry, Stryker, and Armor Brigade Combat Teams, Fires Brigades, and their associated enabling units. The keys to successfully moving and maintaining any capability into the Reserve component are first assuring proper training and equipping of the unit as it converts from AC to RC, as it can take several years to successfully organize, train and equip a new unit before it is employable. Once established, the key to maintaining proficiency is access to the required higher level collective training events, steady resourcing for Schools and other personnel factors (medical, dental, etc.), and resourcing commensurate with the training levels required to meet pre-mobilization training objectives throughout the ARFORGEN cycle.

Question. As we continue to withdraw forces from Afghanistan and draw down Active Duty end strength, will the Guard and Reserve be able to capitalize on excess Active Duty equipment or the massive investment in equipment procured over the last decade to train and equip forces for fighting the wars in Iraq and Afghanistan?

Answer. The Army National Guard (ARNG) is engaged with Department of the Army concerning the opportunities to receive equipment being retrograded from Afghanistan. A recent Department of the Army analysis of the potential redistribution

of Afghanistan equipment indicated that the ARNG could recover enough equipment from Afghanistan to increase Equipment On Hand (EOH) by at least 17,000 pieces. This would amount to an increase of .63 percent in the ARNG's EOH level, from the current 89 percent to nearly 90 percent.

In addition to equipment returning from Afghanistan, the Army G4 estimates that equipment distributed to the force from depot maintenance facilities, as well as new procurement of equipment in fiscal years 2013–2016, will increase overall ARNG EOH to 92 percent in fiscal year 2016.

The ARNG will continue to monitor the equipment retrograde scenario and seize every opportunity to accept returning equipment.

Question. Outreach efforts such as the Yellow Ribbon Reintegration Program are particularly important for guardsmen and reservists and their families who are geographically dispersed across the country. How important and effective is this program for the Guard and Reserve? Are there areas where assistance is still lacking?

Answer. The Yellow Ribbon Reintegration Program has made a difference in the lives of thousands of servicemembers and their families with informational events and activities to facilitate access to services supporting their health and well-being throughout the deployment cycle. We believe the current program is adequately taking care of our servicemembers and their families, but there is concern that because the Army and Air National Guard fund events with OCO dollars, future funds may be either very limited or not available at all. If the YRRP is not supported with appropriate funding, servicemembers and their families will be put at a disadvantage in receiving critical information and resources. Continuing support from Congress, the Military Departments, Federal agencies, nongovernmental agencies, and State and local partners will ensure our National Guard and Reserve servicemembers and their families remain strong and ready.

Question. Are family support programs fully funded in the fiscal year 2014 budget request? From your perspective, are there programs that could be improved?

Answer. Our baseline for family programs is fully funded; however, there are several programs funded by Overseas Contingency Operations (OCO) dollars in the past that are still essential for reintegrating our families.

The Army National Guard (ARNG) Yellow Ribbon Reintegration Program (YRRP) is not currently funded in fiscal year 2014 as OCO funding will cease. YRRP events are supported and executed by contract personnel and Active Duty operational support funded military members. Venue and support costs for the servicemember and their participating family members are also OCO funded, to include child care during the events, per diem, and travel.

The ARNG YRRP is projected to support more than 1,200 events and over 147,846 individuals in fiscal year 2013. YRRP events are fully supported by OCO funding, and without these funds in fiscal year 2014, the program is not sustainable. 17,000 ARNG soldiers are projected to be mobilized in fiscal year 2014, and YRRP projected costs are \$88,824,000.

The Air National Guard (ANG) program is also funded with OCO dollars. Currently, 150+ YRRP events with 3,500+ ANG members in attendance are scheduled for fiscal year 2013. 300+ YRRP events with 7,000+ members are still projected for fiscal year 2014 at a cost of \$29.3 million.

Funding also supports Director of Psychological Health (DPH), Wingman Project, and other contracts that support/enhance YRRP events.

The ANG Strong Bonds Program is also funded by OCO dollars. This Chaplain Corps led program seeks to increase Airmen and family readiness through relationship education and skills training, which is beneficial in reducing day to day military stressors, divorce, and increasing marriage and family harmony while offsetting the possibility of suicide from breaches in family relationships.

One program that is a priority to improve is the Airman & Family Readiness Program Offices (A&FRPOs). These offices function in a one-stop shop. As members return home to communities across the U.S., they and their families will require sustained family support services focused on work/life integration programs. The A&FRPOs are intended to address the concerns related to potential suicides, high unemployment, and unsecured financial debt, which impact mission readiness as well as the quality of family life. A&FRPO personnel provide direct educational support services and links to community resources.

Question. U.S. Cyber Command is planning a significant expansion of its force structure, and the Guard and Reserve are well positioned for this buildup as some servicemembers already hold information technology positions in their private sector jobs.

What role will the Guard and Reserve play in support of the build-up in personnel at U.S. Cyber Command?

Answer. The National Guard is working with the service components of U.S. Cyber Command to establish teams that will be organized into a unit-based structure according to the design of U.S. Cyber Command's Cyber Force Model to support the Department of Defense's cyber mission. As of this time neither National Guard component has received official notification from its respective parent Service that the Service will develop and allocate additional cyber force structure to the National Guard through the formal force development and force allocation processes.

Air National Guard

Currently providing some very limited individual staffing of cyber personnel at USCYBERCOM. Through the Chief, National Guard Bureau, the Air National Guard (ANG) was encouraged to offer both near and long-term force presentation options to USCYBERCOM and AFCYBER. The ANG has offered to man one Cyber Protection Team (CPT) beginning in fiscal year 2013. If the Air Force can muster the required resources the ANG intends to man its CPT volunteer Air Guardsmen for a period of duty that could last up to 3 years. The ANG's long-term approach to support the build-up in personnel at USCYBERCOM is to work with Air Force Space Command and AFCYBER to develop and align permanent ANG cyber forces in support of both the USAF and USCYBERCOM missions.

Army National Guard

Working with Army's cyberspace proponent office to determine the Reserve component cyber integration strategy for the CYBERCOM Cyber Mission Forces build. The Army National Guard (ARNG) desires for the Army to develop allocate and align dedicated and enduring cyber force structure to the ARNG. As an interim measure, ARCYBER has agreed to allow the ARNG to source one Cyber Protection Team using individual volunteer ARNG members while awaiting Army formal force development decisions for any possible enduring dedicated ARNG cyber force structure. If the Army does allocate dedicated and enduring cyber force structure to the ARNG the ARNG intends to station these teams at appropriate locations in as many of its States and territories as is feasible. The ARNG desires to have cyber force capacity to perform the full range of cyberspace operations (defense, exploit, attack) which will provide the nation with an agile and flexible capability that can seamlessly operate at the critical nexus of Federal expeditionary and State domestic levels.

Question. What cyber missions do you believe the Guard and Reserve are most well-suited to fill?

Answer. The NG has some inherent and unique attributes that make it very well suited for the full spectrum of cyber missions (Defensive, Protection of DOD Information Networks and Offensive). The NG is especially well suited for any and all cyber missions that require proximity to, and relationships with, non-DOD cyber infrastructure owners and operators. These missions might include vulnerability assessments, network hardening and incident response to cyber events in the United States. The NG is also well suited to provide a portion the Army and Air Force Services' cyber training base. The NG desires for the Services to develop, allocate and align dedicated and enduring cyber force structure to the NG that DOD could mobilize and employ under Federal control and that Governors and Adjutants General could utilize under State control when not federalized.

Air National Guard

The Air National Guard (ANG) currently performs offensive and defensive cyber operations. The ANG envisions all cyberspace operations missions and many cyber support missions (e.g. training, digital network intelligence, etc.) are compatible with the National Guard and congruent with the ANG Capstone principles. Most cyber missions have a surge element and the ANG can best serve the role of providing surge capacity for the regular Air Force component. In keeping with the ANG Capstone principles (Militia construct, dual-use capabilities), the Guard and Cyber missions are extremely compatible. In particular, in the cyber defense arena, the Guard's unique attributes like: proximity to a cyber events and effects in the Homeland and relationships with those infrastructure owner and operators; unique law enforcement authorities; and civilian acquired skills, place the ANG in an advantageous position to provide cyber defense from the State/local levels up to an including a Federal response in a range of duty and control statuses (State Active Duty, State controlled title 32, title 10).

Army National Guard

The Army National Guard (ARNG) desires to have cyber force capacity to perform the full range of cyberspace operations (Defensive, Protection of DOD Information Networks and Offensive). The ARNG desires for the Army to allocate to the ARNG

dedicated cyber force structure that is more heavily weighted on defensive cyber capabilities more so than attack and exploitation.

Question. How is the Guard analyzing and (if applicable) planning to ensure geographic diversity in its units in order to have Guard assets aligned with critical infrastructure and technology hubs nationwide, as well as aligned with the best personnel pools in the civilian population in order to recruit talented cyber-warriors into the Guard and Reserve?

Answer.

Air National Guard

Operationally, the Air National Guard (ANG) considers many pertinent factors for placement of a cyber unit. First is the potential recruiting pool. The pool will ideally provide candidates with information technology and/or intelligence backgrounds. These recruiting pools are typically present in locations with abundant technical industry, institutions of higher learning and critical infrastructure, to list a few. The ANG provides input to the Air Force's Strategic Basing Process to help shape present and future basing plans.

Army National Guard

The ARNG is currently conducting mission analysis to ensure that guard assets will be properly aligned with cyber mission requirements. Analysis will provide reasonable estimates of the number of U.S. citizen IT professionals and academic institutions in each geographic area that may be useful in cyber-conflict scenarios and available for recruitment. Concurrently, we will leverage existing Guard soldiers with civilian acquired cyber skills located throughout many of the states and territories to develop a fully capable cyber force able to conduct the full range of cyber operations. The ability to perform and sustain cyber operations requires three things: a population demographic that can generate a cyber soldier, investment in secure infrastructure, and appropriate career fields that can contribute to cyber operations.

QUESTIONS SUBMITTED BY SENATOR MARK L. PRYOR

Question. In a letter dated February 11, 2013, General Welsh indicated to me that the 120-person targeting unit being activated at Fort Smith would be funded in fiscal year 2013 through a Program Change Request which would result in the unit being funded across the FYDP. Has that Program Change Request happened yet?

Answer. The fiscal year 2013 Appropriation Act did not include procurement funding for the activation of the 120-person Arkansas Air National Guard (AR ANG) targeting unit; as such, there is no fiscal year 2013 funding for this unit's activation. However, the Air Force remains committed to activating the AR ANG unit and is developing a Program Change Request to fund it beginning in fiscal year 2014 and continue that funding across the FYDP.

Question. Is the 120-person targeting unit being activated at Fort Smith funded in the fiscal year 2014 budget request?

Answer. In order to submit a final and balanced budget to OMB for processing and inclusion in the fiscal year 2014 President's budget request to Congress, OSD locked the final budget position in January 2013. This OSD budget reflected fiscal year 2014 impacts resulting from the force structure changes in the 2013 NDAA, but was not available for modifications to reflect the AR ANG targeting unit. Instead, AF planned to reallocate a portion procurement funds provided in the NDAA for the ANG targeting enterprise to begin the unit activation and then initiate a Program Change Request to fully fund it across the FYDP. Because the fiscal year 2013 DOD Appropriation Act did not provide those procurement dollars, AF will accomplish all of the funding changes in the fiscal year 2014 Program Change Request.

Question. With the loss of the A-10s at Fort Smith, there is concern about the Airport Joint Use Agreement, as well as Crash and Fire Rescue services. In a letter dated February 11, 2013, General Welsh stated that "the National Guard Bureau is working to resolve and cover these future unfunded requirements." So does the current budget proposal fund these items?

Answer. All fiscal year 2013 National Defense Authorization Act actions will be reviewed by the National Guard Bureau (NGB). NGB will fund services that are required. Analysis of new mission fire risk must be validated to determine required services. At this time NGB does not have sufficient Federal funds to reimburse the State of Arkansas for Airfield Rescue Firefighter (ARFF, formerly known as Crash Fire Rescue) services under the Master Cooperative Agreement.

Airport Joint Use Agreement (AJUA)

Air National Guard (ANG) currently has an AJUA with Ft. Smith Airport to pay \$61,825 per year, currently in the process of negotiating an extension to provide payment through September 2014. ANG also provides other services in kind to the Airport Authority that allow the airport to avoid costs from providing the services themselves. Title 49 U.S.C. section 47107 paragraph (a)(11) provides that each of the airport's facilities developed with financial assistance from the United States Government and each of the airport's facilities usable for the landing and taking off of aircraft always will be available without charge for use by Government aircraft in common with other aircraft, except that if the use is substantial, the Government may be charged a reasonable share, proportionate to the use, of the cost of operating and maintaining the facility used.

Substantial Use

FAA Grant Assurances form part of the "contract" between the airport receiving FAA funds and the Federal Government. Grant Assurance 27 defines substantial use:

"27. Use by Government Aircraft. It [airport owner/operator] will make available all of the facilities of the airport developed with Federal financial assistance and all those usable for landing and takeoff of aircraft to the United States for use by Government aircraft in common with other aircraft at all times without charge, except, if the use by Government aircraft is substantial, charge may be made for a reasonable share, proportional to such use, for the cost of operating and maintaining the facilities used. Unless otherwise determined by the Secretary, or otherwise agreed to by the sponsor and the using agency, substantial use of an airport by Government aircraft will be considered to exist when operations of such aircraft are in excess of those which, in the opinion of the Secretary, would unduly interfere with use of the landing areas by other authorized aircraft, or during any calendar month that—

- "a. Five (5) or more Government aircraft are regularly based at the airport or on land adjacent thereto; or
- "b. The total number of movements (counting each landing as a movement) of Government aircraft is 300 or more, or the gross accumulative weight of Government aircraft using the airport (the total movement of Government aircraft multiplied by gross weights of such aircraft) is in excess of five million pounds."

Under the current conditions involving ANG aircraft at Ft. Smith AR airport, ANG meets the condition for substantial use by having more than five Government aircraft regularly based at the airport. However, the proposed new missions for the ANG at Ft. Smith do not include five or more Government aircraft based at the airport, and do not include projections that ANG will perform 300 or more landings or accumulate weight of ANG landing aircraft in excess of five million pounds per month. Thus upon departure of the currently based A-10 aircraft, the ANG will no longer be a substantial user of the airport, and within the definitions provided by 49 U.S.C. section 47107 and FAA Grant Assurance 27, will no longer pay an AJUA fee to the airport authority. ANG projects the AJUA will be ended in the month following the departure of the final A-10 based at Ft. Smith, but not later than the AJUA expiration date of 30 September 2014.

Question. Can you please explain how the National Guard and Reserve Equipment Account (NGREA) has impacted the Guard and Reserves over the past few years?

Answer.

Air National Guard

Fiscal realities have forced the AF to focus on long-term solutions spanning the range of potential conflicts, often times at the expense of modernizing legacy systems which are prevalent in the ANG.

NGREA allows the ANG to keep legacy aircraft and systems relevant and capable for both overseas and domestic missions. NGREA is only spent on defined capability gaps that have been prioritized as critical to mission accomplishment by the field or COCOMs. Recent examples include:

- ANG funded Helmet Mounted Integrated Targeting (HMIT) systems using NGREA for F-16 block 30 and A-10 aircraft. The HMIT system allows the pilot to "look and shoot," enabling them to acquire fleeting, high-value targets in seconds vs. minutes.
- NGREA has enabled the ANG to procure 244 Advanced Targeting Pods (ATPs) that are required to employ precision guided laser and GPS weapons. The Air

Force still has a shortage of ATPs for Active Duty aircraft. Without NGREA-funded ATPs, ANG A-10s and F-16 Block 30 aircraft would not be able to employ the precision weapons that are critical to destroying pinpoint targets, while minimizing civilian casualties and collateral damage.

- The ANG is using NGREA to fund the high-resolution Center Display Unit (CDU) for older ANG F-16s. This cutting edge, all-digital display will enable Guard pilots to utilize the full resolution capability of the Litening and Sniper Advanced Targeting Pods. This capability will significantly increase pilots' ability to positively identify difficult targets such as enemy combatants in the mountains of Afghanistan, and thus reduce the chances of civilian casualties. It will also allow Guard pilots to quickly identify airborne targets of interest at night while performing the homeland defense mission in the U.S.
- The ANG is integrating and procuring a lower-cost, podded version of the Large Aircraft Infrared Countermeasures (LAIRCM) for KC-135s to counter widely proliferated, shoulder-fired infrared-guided missiles which are a significant threat during take-offs, landings, and low-altitude refueling missions. With the KC-135 remaining in inventory for another 40 years, this system will help to prolong its life cycle and protect the aircrew that we send into harm's way.

The ANG also relies on NGREA to fund critical equipment for homeland/domestic operations, which DOD and the Air Force do not recognize or validate and, therefore, do not fund.

- Specific command and control (C2) capability gaps were partially addressed through procurement of Mobile Emergency Operation Center (MEOC) and Joint Incident Site Communications Capability (JISCC) for on-site disaster response, and shared situational awareness through a common operating picture.
- Disaster Relief Beddown Sets (DRBS), water purification units, and mobile kitchens provide shelter and food for ANG members responding to domestic events.
- NGREA provided firefighters with equipment for urban search and rescue and hazardous materials response. It was also used to provide security forces with less-than-lethal response kits, and explosive ordnance disposal (EOD) personal protective gear.
- NGREA was also used for modernization of expeditionary medical support equipment supporting the CERFP/HRFs.

NGREA allows the ANG to modernize legacy platforms and equipment in order to remain an equal and effective partner in the Total Force.

Army National Guard

NGREA funding has significantly impacted the quantity of equipment on hand, our unit training readiness levels, and our ability to perform our dual mission.

The Army National Guard (ARNG) has utilized NGREA to procure mission critical equipment that better enables our units to meet both their wartime and domestic missions. Critical Dual Use (CDU) equipment on hand levels have improved from 83 percent in fiscal year 2010 to 90 percent in fiscal year 2013. This equipment increase has improved the ARNG capabilities to respond to domestic missions in support of State governors.

NGREA provides the ARNG the ability to procure required equipment and training devices that the Army has not been able to procure. ARNG soldiers have benefited through the opportunity to operate modern equipment and to train on critical mission skills through the use of NGREA procured training simulators and devices.

Question. How important is NGREA to your readiness?

Answer.

Air National Guard

The readiness of the ANG is directly tied to the degree of interoperability that we maintain with our Active component and joint partners across the full range of operations. Training and deploying with old equipment that lacks the same capabilities as the Active Component is both a readiness and a relevance issue for the ANG. NGREA has been a major key to addressing both.

Fiscal realities have forced the AF to focus on recapitalization into new systems such as the KC-46 and F-35. This emphasis on long-term solutions often occurs at the expense of modernizing legacy systems, which are prevalent in the ANG. NGREA is the ANG's life-blood in bridging critical capability gaps, ensuring our legacy fleet remains equivalent to the Active component and thus relevant to Combatant Commander requirements. It aids in our ability to respond to evolving threats, changing enemy tactics, and new missions, as well as natural and man-made domestic emergencies. Some examples of how NGREA bolsters the ANG's readiness include:

Ground Based Sense and Avoid (GBSAA)

Congress has mandated Remotely Piloted Aircraft (RPA) integration in to the Nation's airspace system by 2015. In order to meet FAA requirements, the ANG must have a scalable, transportable sense and avoid system for our RPAs to operate amongst civil traffic common to our community-based, shared-civilian-use airfields. The Active component does not share this priority for their RPAs because their airfields are located very close to, or within, restricted airspace where deconfliction with civilian aircraft is not an issue. As an illustration, MQ-9 operations at the NY ANG are currently operating at only 50 percent of their capacity because maintenance personnel must drive 2 hours each way every day to the RPA launch and recovery airfield located within restricted airspace. An NGREA-funded GBSAA system will significantly improve the efficiency of flight operations, increase sortie rates, and provide greater training opportunities to maintain readiness. With training requirements projected to increase as overseas operations draw down, this is a perfect example of how NGREA can directly contribute to increased readiness levels.

Block 30 F-16s

The Block 30 is the oldest variant of the venerable F-16 still flying in the USAF, and it is the backbone of the ANG fighter fleet. All combat units flying the Block 30 are in the ANG and Air Force Reserve Command, while the Active component flies newer Block 40 and Block 50 variants that have had significant avionics system upgrades in the last 10 years. NGREA has funded a nearly complete avionics refresh on the Block 30 over the same 10 year period. Because of these NGREA-funded avionic upgrades, our Block 30 F-16s can now carry the GPS-guided precision weapons that are mandatory in any theatre of operations. They also are now capable of supporting the Advanced Identification Friend or Foe system that is crucial to finding targets of interest in crowded civilian airspace while executing homeland defense Aerospace Control Alert, a core ANG mission. The ANG fighter fleet is ready and relevant because NGREA provided the resources to keep these aircraft on par with the Active component.

Air Operations Center (AOC)

ANG AOCs are two generations behind their Active Duty-aligned AOCs due to lack of funding for upgrades. This is impacting our ability to provide trained and qualified personnel to integrate seamlessly into the component headquarters and geographic combatant commands' AOCs. fiscal year 2013 NGREA has been allocated to begin upgrading ANG AOCs to the same baseline as the Active component, enabling ANG units to train like they fight, and thus be ready to seamlessly integrate with the Active component when called upon to deploy.

Homeland Defense

NGREA is also a significant source for equipping the ANG for its homeland mission, contributing to a force ready to respond at a moment's notice to a natural or manmade disaster. For example, NGREA has purchased personnel protective equipment for explosive ordnance disposal personnel, so they have what they need to safely respond to a bomb threat at home, or to diffuse unexploded ordnance while deployed. Expeditionary Medical Support equipment purchased with NGREA allows ANG medical staff to keep identical equipment as their Active Duty counterparts, and provides capability for a variety of domestic response missions as well. The Common Operating Picture (COP) system provides situational awareness for on-base emergencies such as an active shooter scenario. The purchase of this capability with NGREA enabled us to field it to our units 5 years ahead of the date the USAF was forecasted to deliver it to us, significantly enhancing our readiness levels now.

Simulators

NGREA has provided significant simulation training capability to the ANG over the last 5 years, significantly advancing readiness for ANG men and women in a variety of systems. The KC-135 Boom Operation Simulation System (BOSS) is a high-fidelity simulator which provides mission rehearsal training for our tanker boom operators. The Advanced ANG Joint Terminal Attack Controller (JTAC) Training System (AAJTS) provides an immersive domed trainer where Joint Terminal Attack Controllers can train without having to rely on live fly assets and heavily scheduled ranges. In the absence of NGREA-funded simulation systems, there would be a diminished capability to train Guard warfighters, on station, in realistic mission rehearsal scenarios. The impact on mission readiness would be significant.

Army National Guard

NGREA is important to the ARNG, as it is used to procure Critical Dual Use (CDU) equipment to perform our wartime mission and provide domestic support capability to State governors. The ARNG has made significant improvements in equipment on hand levels as well as the modernization level of equipment available to our soldiers.

NGREA has been critical to funding CDU items that have low equipment-on-hand percentages or that need modernization that are not able to be funded from the Army's budget. The procurement of CDU items, training devices, and simulators improves the ARNG readiness posture for both Homeland and Overseas Contingency Operations. NGREA provides the ARNG with the ability to supplement funding of Critical Dual Use (CDU) items and training systems that the Army cannot otherwise fund.

Question. Given the fact that the President's budget did not include OCO funding for either Operations & Maintenance or Personnel accounts, what impact will this have on your ability to prepare for deployments supporting enduring missions in Kosovo, the Horn of Africa, and Sinai?

Answer. The Kosovo and Sinai peacekeeping missions are currently funded in the base budget, while the Horn of Africa mission is funded through OCO. Army National Guard (ARNG) participation in all three missions is being reduced. The Active Army is now sourcing the forces for the Kosovo, Horn of Africa and Sinai mission which the ARNG has been performing for most of the past decade. The ARNG retains a small role in the Kosovo mission for personnel that the Active Army can't fill. The 35th Infantry Division (KS) is designated on the Notification of Sourcing (NOS) list to provide 64 personnel for Kosovo, mobilizing in December 2013/January 2014; the 1-150 Aviation Battalion (NJ) is designated on the NOS list to provide 56 personnel and mobilize in August 2014.

OCO funding has been important to the ARNG to mitigate readiness concerns across the force, both for deploying and nondeploying units. Deploying units utilized OCO to build readiness, whereas OCO increased flexibility in base readiness accounts for nondeploying units. It is important to note that the ARNG must continue to be utilized on a regular, predictable basis if it is to be an operational force. Missions like those in the Horn of Africa, Sinai and Kosovo are ideal for our troops because they exercise the operational force while providing Guard soldiers, families and employers with the predictability they need to minimize negative impacts on their civilian careers and families.

Question. As Guard and Reserve deployments in support of the war in Afghanistan reduce, OCO funding which supports training and readiness requirements will also decline. Given the fact that readiness remains a necessary requirement in peacetime, has your long-term budgeting taken into consideration these OCO reductions alongside enduring training and readiness requirements?

Answer. The Army National Guard is working in conjunction with the Department of the Army to fund incremental support to maintain the ARNG as an Operational Force, maintaining the gains in readiness and training made over the past decade of conflict. Not only training, but utilization is critical to maintaining the ARNG as an operational force. The reduction of requirements in the future, in combination with the increase of Operational Reserve funds in the base budget, will mitigate the loss of OCO funding.

Beginning in fiscal year 2013, funding was transferred from equipping accounts in order to fund the Operational Reserve (OR) requirements across the Future Year Defense Plan. The reduction of OCO will put some additional strain on the base readiness accounts, but if the current funding levels and future levels are maintained the ARNG will continue to be able to meet readiness objectives.

ARNG OCO funding supports pre-mobilization training for units notified or alerted to deploy in support of named operations (deployed force), while OR funding supports enhanced readiness prior to entering the Army's "available" force pool (contingency force).

In coordination with Army programming objectives, ARNG Operational Reserve funds are programmed through fiscal year 2017. The level of funding increases incrementally each year as expected overseas requirements diminish the need for pre-mobilization training (in the form of OCO funding). The fiscal year 2013 budget request included \$78 million for the ARNG OR. As overseas requirements reduce the need for OCO pre-mobilization dollars, the OR amounts programmed gradually increase to \$429 million in fiscal year 2017.

Question. In December 2012, the Reserve Forces Policy Board (RFPB) released a study titled, "Eliminating Major Gaps in DOD Data on the Fully-Burdened and Life-Cycle Cost of Military Personnel: Cost Elements Should be Mandated by Policy." One of many observations from this study is that the cost of a Reserve component

servicemember, when not activated, is less than one third of their Active component (AC) counterpart. Given the cost effectiveness of our Guard and Reserve Forces, a report such as this one would be critical to long-term force structure decisions, and ultimately inform budgetary decisions.

Please discuss how this report has influenced your discussions on maintaining an operations Reserve as a member of the Joint Chiefs of Staff, and whether or not Guard and Reserve cost efficiency is being considered as part of the DOD's decision to off-ramp Guard and Reserve missions, and replace them with Active component forces?

Answer. Guard and Reserve cost efficiency is not being considered as part of DOD's decision to off-ramp Guard and Reserve missions.

QUESTIONS SUBMITTED BY SENATOR THAD COCHRAN

Question. In testimony, each of you expressed the need to maintain a level of investment that supports your component's ability to function as an Operational Reserve. Would each of you share with the committee how you plan to prioritize and to balance your component's resources to support your strategic and operational roles?

Answer. As a Strategic and Operational Reserve to the Army and Air Force, the National Guard provides a cost effective and ready-capability to meet surge to war, contingency, or other requirements of the Services. The National Guard has demonstrated the capability to fully integrate into the Services—with trained personnel and ready equipment—and our capabilities mirror those of the Active Component and help to meet the force level requirements of the Defense Strategic Guidance. As we move forward in developing our programs, the National Guard will ensure our priorities to maintain and build capabilities align with our strategic priorities and with National Security Interests.

- We will continue to work with DOD to develop the appropriate mix of Active component (AC) and Reserve component (RC) elements best suited to meet the National Security Interests.
- We will continue to maintain sufficient capability and capacity to support the National Military Strategy and also respond to state emergencies.
- We will remain relevant with improved capabilities in CBRN, such as the Homeland Response Force (HRF) and CBRN Emergency Response Force-Pack-age (CERF-P).
- We will enhance the State Partnership Program to continue to support National Security Interests and will develop and grow this program as the nation rebalances its global focus to the Asia-Pacific area. As the Services move toward aligning their forces to COCOMs, the Guard will also adopt this approach.
- We will grow and enhance the National Guard role in cyber operations.
- We will continue to integrate our people into rotational force cycles and strategy and retain/utilize the skills attained during a decade of conflict.
- We will maintain appropriate full-time Manning levels (AGR and Technician)—they are critical to unit readiness.
- We will protect family and guardsman readiness, the All-Volunteer Force, and the military link to community.
- Conduct humanitarian, disaster relief, and other operations and maintain rapidly deployable capabilities, including aviation/airlift, medical, security and logistics, to assist in these situations.

Question. I understand that the Army is conducting a force structure assessment and is on track to reduce Active Duty end strength to 490,000 personnel by 2017. I also understand they will be looking to reduce force structure by at least 8 Active Duty brigade combat teams. Considering the Guard and Reserve provide considerable support to the Active component, what impact will these reductions have on Guard and Reserve force make-up?

Answer. At the Army National Guard's (ARNG) current end strength, reductions in the Active component (AC) will have minimal impact on ARNG force make-up. The ARNG will be reduced from its current authorized strength of 358,200 to an end strength of 350,200 by fiscal year 2017. At the current level of Manning, the ARNG provides an optimal set of dual-use capabilities; first, support for overseas contingency operations and, second, for concurrent state/territory requirements for Defense Support of Civil Authorities (DSCA).

The Army intends to continue to balance capabilities across the components. Maintaining robust combat capability in the ARNG is a cost effective way to provide for the Nation's defense. The ARNG has proved its capacity to perform every mission assigned to it over the last decade of conflict. At one point the Guard provided

eight of fifteen brigade combat teams in Iraq, giving the active Army time to reset its forces into a modular configuration. At the same time, the Guard continued to respond with little or no notice to domestic emergencies. No better example of this exists than the response to Hurricane Katrina in 2005: with more than 80,000 mobilized for Federal service overseas, the Army Guard surged 50,000 troops to the Gulf Coast in the space of a week. Likewise, last fall during Hurricane Sandy, the Army Guard surged nearly 8,000 to the impacted area at a time when 27,000 were serving on Federal Active Duty.

The foundational structures needed to meet ARNG operational mission requirements both at home and abroad are 8 Division Headquarters, 28 Brigade Combat Teams, 8 Combat Aviation Brigades and 2 Special Forces Groups, along with the requisite enabling forces. Combat forces such as these are not only vital for the overseas mission; they are the best forces for domestic emergency response as well. Combat units are structured and equipped with all the necessary means to operate independently in a chaotic environment, receiving and employing a host of enabling forces tailored to the mission they are assigned to perform. This is true whether the mission is high-intensity conflict, counter-insurgency operations, peacekeeping, or disaster response.

Due to the community-based nature of the ARNG, further reductions cannot be easily reversed. The ARNG must build armories and organize units where there are recruiting age populations, attract and recruit the needed personnel, train them in the requisite military specialty, and then conduct collective unit training before the new unit is ready to conduct missions. It takes considerably longer to do this with a part-time force than it does in the active Army, where Soldiers can easily be assembled on an Active Duty post and trained en masse in order to form a new unit.

Question. General Grass, would you provide the committee an update of the National Guard's mission of assisting the Department of Homeland Security on our southwest border? Have the investments made to resource the Guard with unique dual-role equipment such as the UH-72A Lakota enhanced your ability to perform missions such as the southwest border security mission? How have the UH-72 Lakota helicopters performed?

Answer. In November 2012, the Secretary of Defense extended, through the end of calendar year 2013, the National Guard's continued support of the Department of Homeland Security's Operation Phalanx along the southwest border. The extension included a financial threshold of no more than \$120 million for calendar years 2012 and 2013.

The National Guard is providing helicopters and fixed-wing aircraft to support Customs and Border Protection with detection and monitoring capability in the Laredo, Texas, Rio Grande Valley, Texas, and Tucson, Arizona border patrol sectors.

Using volunteer Guardsmen under Governor control, 34 different States and territories have provided aircraft and personnel in support of operations along the Southwest border. The Border Patrol credits National Guard members with contributing to the seizure of 141,000 pounds of marijuana, 200 pounds of cocaine, and the apprehension of 34,400 individuals since the start of our support missions in March 2012.

While the aviation support is the most visible aspect of the mission, we also currently provide criminal analysts to support various Immigration and Customs Enforcement, Homeland Security Investigations offices, located throughout the four Southwest border States.

The Southwest Border mission effectively validated the air-centric concept of operations, the employment of UH-72 Security & Support Aviation Battalion force structure, and the doctrine of domestic operations support to civil authorities.

The Army National Guard's newest rotary wing aircraft, the UH-72A Lakota, with its mission equipment package (avionics, moving map and Forward-Looking Infrared Radar), has proven to be ideally designed for the Southwest border mission. UH-72 Lakota aircraft and aircrews have performed very effectively, flying over 10,207 incident-free hours along the border with an average operational readiness rate of 85 percent or greater, directly assisting apprehensions of undocumented aliens and drug seizures in support of USBP.

In addition to Southwest border, the UH-72 has supported National Guard response and recovery efforts following Hurricanes Irene, Isaac, and more recently, Sandy. It continues to be the preferred aircraft for drug eradication missions as well as being used in support of special national security events (i.e., the Presidential Inauguration) and search and rescue missions.

QUESTIONS SUBMITTED BY SENATOR SUSAN M. COLLINS

Question. I am concerned that this year's budget includes \$35 million for the five Army National Guard Readiness Sustainment and Maintenance Sites compared to \$122 million last year. This level of funding is woefully inadequate in comparison to the need to maintain a strong National Guard industrial base.

General Grass, will these five sites be able to equip, maintain, and sustain their capabilities in fiscal year 2014?

Answer. The Maine Readiness Sustainment Maintenance Site (MERSMS), along with the other four RSMS, continue to provide the Army National Guard (ARNG) with quality products.

The National Guard is committed to ensuring that America's Army is provided with high value Depot Maintenance. The five Army National Guard RSMS have long been important elements of the Army's Depot Program and should continue to play a substantial and appropriate role in insuring wise stewardship of America's military resources.

The ARNG is currently in the staffing process to identify and confirm requirements for fiscal year 2014 RSMS production to fill equipment shortages. The validation and prioritization of recommended fiscal year 2014 RSMS production will be finalized in mid-June 2013 and will determine resourcing requirements. As a result we cannot project the amount of funding available for each of the five RSMS at this time.

Question. A January 2013 Reserve Forces Policy Board found that a non-activated National Guard or Reserve component servicemember represents less than one-third the cost of an equivalent Active-Duty servicemember. The study also found that while Reserve component forces account for 39 percent of military end-strength, they consume only 16 percent of the defense budget. This analysis is consistent with the information I have received during visits to the 101st Air Refueling Wing in Bangor, where they are one of the most cost-effective refueling units in the entire country. The Policy Board study went beyond operational costs though, and it also described that the Reserve component results in fewer costs in the areas of retirement, healthcare, travel, and education. Given the repeated warnings from former Secretary of Defense Robert Gates and the current Comptroller Robert Hale about increasing DOD personnel costs crowding out needed investment for our military, it would seem evident that the Department should to consider rebalancing the Total Force in a manner that increases the Reserve component.

General Grass, what concerns do you hear about increasing the Reserve component makeup of the Total Force, and how would you respond to those concerns?

Answer. It is critical that we strike the right balance in personnel makeup between the Reserve component and Active component. Based on current DOD guidance and processes, I will continue to work closely with my counterparts in the Army and Air Force to ensure that the Reserve component/Active component balance meets the national defense needs of the country. I do not have concerns about increasing the Reserve component makeup of the Total Force at this time. Furthermore, by putting more force structure into the National Guard and Reserves, DOD can lower overall personnel costs long term while preserving force structure to meet global requirements. A way to effectively bend the personnel cost curve downward and to maintain capacity within the Armed Forces is to reduce the number of personnel receiving Active Duty entitlements and benefits—replacing some of them with those who are only paid when needed. Multiple independent studies have concluded that the National Guard operates at one-third the cost of the active-component. For instance, the Army Guard provides 39 percent of the Army's forces for 12 percent of its budget. Likewise, the Air Guard contributes nearly 31 percent of fighter capability, 38 percent of airlift capability and 40 percent of tanker capability for only 6 percent of the Air Force budget. Guard members retire later than their active-duty counterparts and thus receive less retirement income over their lifetimes. Even when mobilized, National Guard Soldiers and Airmen do not use housing, DOD schools, recreational facilities and have reduced overall healthcare costs. The National Guard provides additional value to the nation because many active-duty soldiers and airmen join the Guard after leaving Active Duty—retaining hard-won, expensive skills and experience. For example, since 2001, over 64,000 soldiers joined the National Guard after leaving the Active component.

Question. Is there agreement within the Pentagon on the relative costs of a Reserve component servicemember compared to an Active Duty servicemember?

Answer. No.

QUESTIONS SUBMITTED BY SENATOR LINDSEY GRAHAM

Question. Were you a part of an apparent recent decision supporting a move of the Eagle Vision program responsibility to Air Force Space Command? If so, did you support the move?

Answer. The initiative was created by the AF/A2 and coordinated with the ANG Director and the AFSPC Vice Commander at that time. The ANG participated in the AFSPC Project Task Force (PROTAF) in response to the AF/A2 direction to transfer the Eagle Vision (EV) program. The direction was to establish a plan to complete the transfer by October 2013, from the HQ AF Staff function to the operational AF Space (AFSPC) command, "fully funded". ANG agrees with the philosophically consistent approach to normalize and manage the operational mission from AFSPC, an operational Major Command, vice the SAF HQ function.

Question. Did the TAGs from South Carolina, Alabama, and Hawaii, support the decision to move Eagle Vision to Space Command?

Answer. The Adjutants General from South Carolina, Alabama, and Hawaii oppose the decision to move Eagle Vision to Space Command.

Question. In your opinion, is the historical Eagle Vision program management/leadership or another major command in the Air Force, besides Space Command, better suited for a continued successful Eagle Vision program for the future?

Answer. One of the AF Space Command (AFSPC) core competencies is operating and providing satellite based service and it is therefore well suited to manage Eagle Vision. As three of the five ANG Eagle Vision (EV) systems operating since the inception of the capability are already assigned to AFSPC gained Combat Communications units, the choice of AFSPC is historically consistent. The principal challenge is receiving sufficient funding in the correct appropriations to operate the program. While in the short-term, AF/A2 maintaining program management/leadership would avoid the initiation issues associated with transfer to an operational Major Command, the program risks associated with the funding issues would still exist.

Question. How could the potential move to Space Command affect Eagle Vision's response to Military Support to Civilian Authority missions during times of domestic crisis?

Answer. Historically, Eagle Vision Defense Support to Civil Authorities (DSCA), formerly referred to as Military Support to Civil Authorities (MSCA), has been extremely responsive to time sensitive customer needs. The intent of AF Space Command (AFSPC) is to provide enhanced oversight for the program in the areas of Operation, Training and Equipping (OT&E) actions and execution reporting while avoiding impacts to the responsive aspect of the customer needs.

Question. What would be the impact to the Eagle Vision "customers" of terminating the program altogether?

Answer. The response times for these services now provided by Eagle Vision in hours would be expected to take days or weeks and lose the timeliness/responsiveness that Defense Support to Civil Authorities (DSCA) customers need in a Humanitarian Assistance/Disaster Response (HA/DR) event. As an alternative in the HA/DR case, the Governors and States Adjutant General would have to coordinate for military satellite imagery through NGA (National Geospatial-Intelligence Agency) outlets to obtain images prior to and following natural disasters. Foreign partners would likely experience difficulties obtaining fully releasable products now provided by Eagle Vision using NGA and other DOD imagery outlets without extensive evaluation and approval actions to satisfy foreign disclosure and intelligence protocols.

QUESTION SUBMITTED BY SENATOR DANIEL COATS

Question. The optempo of two wars over the past decade created a forcing function that accelerated the integration of the Active components with its Reserve components. But the seamless integration of the AC/RC is not yet complete and we have still many different ways and funding streams to activate the Guard and Reserves. While these different ways provide flexibility for the Armed Forces, it also creates confusion, limitations, and unnecessary barriers for activating the Guard and Reserve. What concrete steps and changes to the law are necessary to streamline this process?

Answer. The enacted appropriations are not in and of themselves complex. The pay system and the various statuses in which Guard and Reserve members perform duty speaks to the cost-effective nature of the RC because we only compensate members for the duty they perform. Barriers and confusion do not arise from the funding streams; they arise from the internal workings of the comptroller function, distribution, execution and accounting mechanisms. Reserve pay comes from specific accounts designated for specific types of training or operational duty. These limita-

tions assure that the public gets that for which they pay. Processes vary among the Services; however, I do not know of any changes in law or a congressional remedy that can streamline these internal processes.

QUESTION SUBMITTED TO LIEUTENANT GENERAL WILLIAM E. INGRAM, JR.

QUESTION SUBMITTED BY SENATOR MARK L. PRYOR

Question. The 1039th Engineer Company out of the Arkansas National Guard is deployed to Afghanistan. The Army National Guard budget highlights an increased amount of training at the individual and collective level as a result of budgetary savings created from a reduction in depot maintenance. What types of training opportunities does the Army Guard budget support to ensure units like the 1039th will retain their core competencies and remain an effective operational force?

Answer. The 1039th Sapper Company of the Arkansas Army National Guard mobilized 95 personnel for deployment to Afghanistan in July 2012. When this unit returns and demobilizes in June 2013 they finish their Army Force Generation (ARFORGEN) Available year of 2013. They will then go into their ARFORGEN RESET year—the first year of a 5-year ARFORGEN cycle starting in June 2013.

During the 1039th's ARFORGEN Reset year they will have 39 days of training and will focus on Individual/Crew/Squad level training. They will conduct a field training exercise (FTX) at Platoon Level. The training gate for entering the next ARFORGEN year is Individual/Crew/Squad level tactical/technical training and reaching Training level 4 (Training Mission Essential Task List [T-METL] is less than 55 percent). The Reset year is also the preferred year for conducting changes of command and for sending Soldiers to military schools.

In fiscal year 2015, the company will be in Train/Ready Year 1 (T/R-1) of their ARFORGEN cycle. The unit will have 39 days of training for this fiscal year and will focus on Individual/Crew/Squad level training. They will conduct Squad-size situational exercises and conduct Squad-level live fire exercises (LFX). The training gate for entering the next fiscal year is Individual/Crew/Squad level tactical/technical proficiency and reaching training level 4.

In fiscal year 2016, the Company will be in T/R-2 of their ARFORGEN Cycle. The Company will have from 39 to 60 training days available, and must achieve level T3, having executed a Company sized field exercise consisting of Platoon-size situational exercises and Platoon-size live fire.

In fiscal year 2017, the Company will be in T/R-3 of their ARFORGEN Cycle. The unit will have 48.5 days of training for this fiscal year and will focus on Platoon level training. They are to conduct a FTX at the Company level and conduct a Platoon level LFX. They are encouraged to participate in a Combat Training Center (CTC) rotation at the National Training Center (NTC) or the Joint Readiness Training Center (JRTC) if one is available. The training gate for entering the final, or Available, year of their ARFORGEN cycle is Platoon level tactical/technical proficiency and reaching Training level 3 (T-METL is 55 percent or higher).

In fiscal year 2018, the Company will be in its Available year. The unit will be prepared to deploy in support of a named mission, participate in an Overseas Deployment for Training (ODT) or conduct a Security Cooperation (SC) mission.

QUESTIONS SUBMITTED TO LIEUTENANT GENERAL JEFFREY W. TALLEY

QUESTIONS SUBMITTED BY SENATOR RICHARD J. DURBIN

Question. As budgets and Active Duty end strength both come down in the coming years, what capabilities and functions could be more cost-effectively absorbed by the Guard and Reserves in the event the nation needs them in a future conflict?

Answer. The Army Reserve is best suited to absorb any capabilities and functions that can be cost-effectively realigned from the Active component. The Federal Reserve offers more flexible, rapid, and assured access to forces due to 10 years of transformation from a strategic to an Operational Reserve. Easiest to absorb are capabilities in support of homeland defense, cyber, and sustainment operations. The Federal Reserve possesses the means within its current force structure to absorb capabilities and functions through existing centralized mission command capacity. No capability should be eliminated from consideration. The Federal Reserve is a life saving, life sustaining organization.

A prime example of a function the Army Reserve can absorb from Active Duty is to provide additional capabilities in support of the Homeland Defense Chemical, Biological, Radiological, and Nuclear (CBRN) Response Enterprise (CRE). A second

example of a function the Federal Reserve can absorb is the Cyber Mission Teams and Cyber Protection Detachments. These capabilities would be more cost-effectively absorbed by the Federal Reserve in the event the nation needs them in a future conflict.

The Federal Reserve has proven to be a cost-effective provider of sustainment capabilities to combatant commanders. These capabilities do not demand a large active peacetime requirement but ramp up rapidly during crises. They include fuel, water and ammunition storage, transport and distribution; port operations and movement of materiel from POD to POE; and reception, staging, and onward movement into the theater of operations. The Federal Reserve possesses capabilities to provide Human Resources support, entry and qualification training, medical support base expansion to include treatment, ground and air transport and supplies, Civil Affairs and MISO and a significant portion of internee/resettlement capability.

The Army Reserve is a cost-effective means of sustaining a larger force, providing 19 percent of the Force for a mere 6 percent of the budget. It serves as a repository of capabilities to supplement Active Forces in the employment of landpower through decisive action. It is specifically designed to manage specialized capabilities and provides an operational and strategic hedge against worst-case scenarios.

Question. As we continue to withdraw forces from Afghanistan and draw down Active Duty end strength, will the Guard and Reserve be able to capitalize on excess Active Duty equipment or the massive investment in equipment procured over the last decade to train and equip forces for fighting the wars in Iraq and Afghanistan?

Answer. Yes, the Army Reserve anticipates receiving an equitable distribution of the retrograded and cascaded equipment transitioning from the current operations in Iraq and Afghanistan and resulting from Army Drawdown. This equipment is a valuable source as new equipment procurement funding declines.

Question. Outreach efforts such as the Yellow Ribbon Reintegration Program are particularly important for guardsmen and reservists and their families who are geographically dispersed across the country. How important and effective is this program for the Guard and Reserve? Are there areas where assistance is still lacking?

Answer. Senator Durbin, Army Reserve soldiers will continue to mobilize, deploy, perform their missions, and then return home to their loved ones. We offer several initiatives that assist in reintegrating Army Reserve soldiers back into their communities and support their families before, during and after deployments—one of which is the Yellow Ribbon Reintegration Program (YRRP). The Reserve components' "new normal" battle rhythm for pre-deployment, deployment, redeployment, and reintegration have recurring, yet different stress points for both the soldier and their family members. It is critical that the right resources be delivered to soldiers and their families at various times during this deployment cycle to help mitigate stressors that could potentially escalate to serious behavioral health problems and other personal consequences (unemployment, divorce, suicide, etc.). Yellow Ribbon Program events have proven successful by providing direct support from a caring command staff, involvement by a myriad of community agencies, and the commitment of volunteers. We are committed to providing our soldiers and families a level of benefits and quality of life that is commensurate with their service to the nation. The geographic dispersion and numbers of Army Reserve families and soldiers, combined with the challenges that may exist with a civilian employer or educational pursuits, is unparalleled by any other Service or Service component. We continue to look for ways to bring families together more often and get them involved with unit activities and their communities. When families are supported, soldier problems are lessened and soldier retention increases.

Nothing else we currently have in place can meet the intent and provide the payback we receive from the YRRP. I cannot adequately express both the tangible and intangible benefits derived from the YRRP for our soldiers and their families. The Army Reserve's Yellow Ribbon program is an integral part of our efforts to build resilient Families and Army Strong soldiers who can endure the mobilizations, separations, and sacrifices we ask of them as part of their selfless service. We continue to work to provide the soldiers and families, their employers and the local communities where they live some stability and predictability. This allows our Reserve component soldiers opportunities to pursue both their military and civilian careers fulfilling their soldier-citizen role. The YRRP program provides deployment support and services never afforded to the Reserve component before 2009. Participation in Yellow Ribbon events provides attendees with sufficient information and services, opportunities for referral and proactive outreach from our commands and our communities in building self-reliant, resilient and sustaining families and soldiers. Our events rely on the support and involvement of command staffs, employers, community partners and a host of volunteers. Yellow Ribbon events also provide a platform for and rely on the energy, enthusiasm and impact of local, regional and National

community leaders and businesses (employers, educational institutions, Veterans' organizations, community healthcare, and so on) who are rallying to support our commands and individual soldiers who deploy. There is nothing else like a Yellow Ribbon event to help soldiers and families prepare for and endure the challenges of their deployment and reintegration.

Our goal is to build skills in each family member and soldier to assure they are prepared and able to cope with the difficulties of extended separation and deployment. We help families network together, connect with each other and keep the families in touch with their unit/command and Family Programs' Office/staff during the deployment of their soldiers. We concentrate on assisting families and soldiers to help with reuniting, reconnecting and reintegrating them into a "new normal" post-deployment.

Lastly, we attend to both the family members' and soldiers' physical, behavioral and mental health needs. We utilize trained professional speakers and briefers from Federal agencies and local, State, and National agencies, to come to units or regional venues to educate and assist attendees with knowledge, skills and practical, hands-on participation to meet the goals stated above. This has been important to get soldiers and families connected and keep them connected despite their geographical dispersion. Family members get to understand the sanctioned military benefits, entitlements and the resources available to them. We would not be the great Army that we are without these programs for our Reserve component soldiers and their families.

Question. Are family support programs fully funded in the fiscal year 2014 budget request? From your perspective, are there programs that could be improved?

Answer. Yes. The fiscal year 2014 budget provides the core funding to ensure Army Reserve Family Programs retain the ability to deliver programs and services to soldiers and their families closest to where they reside. Funded programs go a long way to sustain the Army Reserve by providing high quality, baseline levels of support to assist Army Reserve soldiers and families to achieve and maintain a high state of personal readiness, resiliency, and quality of life.

The Army Reserve routinely assesses the effectiveness of the programs and services designed to assist our soldiers and their families, and seeks continuous improvement in our ability to ensure outreach to a geographically dispersed population. Currently we are placing renewed emphasis on training our command teams at every level in the organization to enhance their awareness of the existing programs and services available to assist our soldiers and their families. Additionally, we are assessing the effectiveness of our Fort Family and Army Strong Community Center (ASCC) programs to identify improvements that will enhance overall service delivery to the field.

Question. U.S. Cyber Command is planning a significant expansion of its force structure, and the Guard and Reserve are well positioned for this buildup as some servicemembers already hold information technology positions in their private sector jobs.

What role will the Guard and Reserve play in support of the build-up in personnel at U.S. Cyber Command?

Answer. The Army Reserve and National Guard play a vital role in cyberspace today and the Army envisions an increase in their roles and functions in the future.

—The increasing demand signal for cyber forces will require a greater reliance on Reserve component cyber soldiers, both Army National Guard and U.S. Army Reserve.

—ARCYBER is working with ARNG, USAR, and HQDA to develop a Reserve component Cyber Integration Strategy using a Total Army Force approach to provide depth and versatility to Army cyber forces for the full range of cyber operations. This strategy will outline immediate, emerging, and enduring requirements and capabilities in support of Army cyber forces.

Question. What cyber missions do you believe the Guard and Reserve are most well-suited to fill?

Answer. Today, Reserve component forces play a critical role in Homeland Security and defense of critical infrastructure.

—The Army envisions an increase in their roles and functions in the future to provide depth and versatility to Army cyber forces for the full range of cyber operations.

—The Army and USAR will support the USCYBERCOM RC Integration Framework.

—USAR mission support will be based on rigorous mission analysis of validated USCC and Service requirements.

Question. How is the Guard analyzing and (if applicable) planning to ensure geographic diversity in its units in order to have Guard assets aligned with critical in-

frastructure and technology hubs nationwide, as well as aligned with the best personnel pools in the civilian population in order to recruit talented cyber-warriors into the Guard and Reserve?

Answer. The Army Reserve (AR) does not make plans for Army National Guard (ARNG); however, AR currently has units in 5 major IT regions (DC, Boston, Pittsburgh, San Antonio, and northern California). As requirements mature, additional units will be placed in areas with the greatest potential for recruiting cyber professionals, keeping mission needs in balance. AR works with ARNG and other service Reserves to ensure that our recruiting bases are balanced as opposed to concentrated in the same areas that might not support recruiting needs.

QUESTIONS SUBMITTED BY SENATOR MARK L. PRYOR

Question. Currently, the 704th Engineer Company (Army Reserve) out of Hot Springs, Arkansas, is deployed to Afghanistan conducting route clearance operations. Once the 704th completes its mission and comes home their state of readiness will naturally diminish (just a fact of returning home from a mission). What types of training and readiness activities are supported in this budget request to ensure that we maintain valuable skills and lessons learned from combat?

Answer. The Army Reserve operates on a 4 year progressive training readiness program (4 years preparing to 1 year available for mission performance ratio—a 5 year cycle). This cycle allows for the members of the 704th Route Clearance Engineer Company to reintegrate with families and employers following deployment as well as build the necessary readiness to meet future contingent mission requirements. My answer centers on “virtual” and “live” training elements of this progressive program focused on preparing the unit, its soldiers and its leaders to perform “route clearance” (an avenue of travel) and “area clearance” (large open areas) missions in protecting our forces from Improvised Explosive Devices (IEDs), mines, roadside bombs and unexploded ordnance (UXO). The unit also has infantry training requirements. To maintain the proficiencies the 704th achieved over the course of their deployment requires a combination of simulated and live operating experiences which are supported in this budget.

The majority of our progressive training program is spent at the local Army Reserve Center which requires a greater reliance on simulators and simulations to meet unit training objectives. The 704th Soldiers use Husky Vehicle-Mounted Mine Detection Vehicles, RG-31 Medium Mine Protected Vehicles, or Buffalo-Armored Mine Protected Clearance Vehicles to maintain a secure area of operation. These vehicles are too large and too heavy to operate in the local communities, so they are stored on installations; not at the unit’s Reserve Center in the local community.

In place of the equipment, the unit will be using a Virtual Clearance Training Simulator (VCTS) that provides driver, co-driver, commander and gunner positions, an instructor operator station, and an after action review capability. The vehicle simulators are networked for collective route clearance mission training and can also provide individual skills training. The VCTS replicates the operational environment utilizing a menu of scenarios supporting the latest Training, Tactics and Procedures Soldiers encounter in Theater.

A contracted trainer facilitates crew training through the development of scenarios based on lessons learned. Additionally, the commander will use a variety of other virtual simulation and gaming systems (e.g., Engagement Skill Trainer 2000/3000, Dismounted Soldier, and Virtual Battlespace 2) opportunities to locally train on other engineer skills, and its infantry skills.

The “live” experiences are directed at providing the 704th commander opportunities to collectively train on and to assess the unit’s technical and tactical proficiencies. The unit will conduct multiple installation visits over the course of the progressive training program to execute drivers training/licensing and equipment operator programs with its equipment (focused on achieving their technical proficiency). We are also working with the Army to potentially preposition at Army Reserve funded installations route clearance equipment as “training sets” for the 704th and other route clearance units to perform these activities as part of their Annual Training events. We are currently relying on 704th participation in Combat Training Center (CTC) maneuver National Training Center (NTC) rotations to provide the unit and its leadership both the operational environments and the tactical players (of all three components) required to properly sustain proficiencies and prepare for future missions. However, with recent cancellation of a number of Army NTC rotations under Sequestration conditions, we are accelerating our work on integrating route clearance technical/tactical training objectives and the required tactical players into existing Army Reserve “CTC-like” (our Combat Support Training Exercises) events

to ensure 704th and other route clearance units have multiple venues to meet their required readiness proficiencies.

Question. What are your highest priorities within this budget request?

Answer. The priority mission of the Army Reserve is to provide trained, equipped, ready, and accessible Soldiers, leaders, and units to the Total Force. The Operation & Maintenance Army Reserve (OMAR) request includes approximately \$1,469.1 million for Operating Forces to support this goal. These funds support day-to-day operations, and unit training (OPTEMPO) for the ground and aviation forces, and for the civilian workforce that trains, administers, and maintains our Soldiers and equipment. The Reserve Personnel Army (RPA) request includes \$1,447.6 million for Pay Group A to fund soldiers' participation in Inactive Duty Training (IDT) and Annual Training (AT).

The Army Reserve will develop and sustain a versatile mix of capabilities for the Army and the Department of Defense. These capabilities can be trained and honed with the schooling, exercise, and simulation systems that are funded in the OMAR request of \$471.6 million for Force Readiness Operations Support. The necessary training days to allow soldiers to perform duty beyond the normal IDT and AT periods are included in the schools request of \$216.5 million and in the Special Training request of \$283.6 million.

We must sustain a high quality, All Volunteer Force that encompasses soldiers, civilians, and their families. The OMAR request for Other Personnel Support of \$37.9 million, and the RPA request for Special Training of \$3.6 million for recruiting and retention support this goal. Another essential tool is our RPA Incentives request of \$169.6 million for enlistment, reenlistment, and transition bonuses.

We must foster growth of adaptive leaders. We seek to achieve this through a mix of education and training, and with demanding assignments in joint and inter-agency duties. This goal is funded in OMAR with our request for Force Readiness Operations Support of \$471.6 million. The additional duty days that allow Non-commissioned Officers (NCOs) and Officers to perform schooling and additional duty are included in the RPA Schools request of \$216.5 million and in the Special Training request of \$283.6 million.

We seek to foster the civilian careers of our citizen-soldiers through partnership with their employers. Starting in fiscal year 2014, the Army Reserve has a dedicated funding line of \$4.9 to conduct programs and outreach required by the Veteran's Opportunity to Work (VOW) Act. This amount is included in the OMAR request of \$569.8 million in the Base Operations Support request.

We recognize that all of these goals require a management structure that is effective and efficient, and that operates in a culture of cost awareness.

QUESTIONS SUBMITTED BY SENATOR THAD COCHRAN

Question. In testimony, each of you expressed the need to maintain a level of investment that supports your component's ability to function as an Operational Reserve. Would each of you share with the committee how you plan to prioritize and to balance your component's resources to support your strategic and operational roles?

Answer. Since the attacks of 2001 the Army Reserve has transformed itself from a Strategic Reserve; one that was held at a fairly low level of readiness with the intent of having the time to build itself up and into a conflict; to an Operational Reserve. A Reserve that maintains a significant part of our force always ready to mobilize and deploy as an integral partner of the Total Force, bringing our unique capabilities to the fight.

We have balanced our resources between our operational and strategic roles in a manner that, at the strategic level, enables the Army Reserve to stay engaged with Combatant Commanders. This allows the Army Reserve to shape the strategic environment via overseas deployments for training missions (e.g., operation "Beyond the Horizon" in Central America).

We are developing Army Reserve Engagement Cells—dedicated, fully manned cells that we will deploy in support of Army Service Component Commanders to sustain a continuous ability to plan and coordinate Army Reserve engagement with combatant commanders.

We are continuing to resource Army Reserve Soldiers to be an integral part of Combatant Commands and Army Service Component Commands. The Army Reserve supplies over 4,000 soldiers to resource various ground component commands and Army Service Component Command staffs.

Simultaneously, while sustaining these strategic initiatives, we continue to resource training that ensures a continuous and ready pool of capabilities resulting

in trained soldiers and ready units. Our operational responsibilities ensure that our force is trained for decisive operations. The Army has devoted resources in the form of man-days of training that allows us to sustain a training edge even when fiscally challenged. We are resourced for 39–45 days of collective training for our most complex skills across all 5 years of our force generation cycle.

While the CRA and Sequestration has affected the Army Reserve in many areas, at this time we have cancelled no Army Reserve training for this year. We are adequately resourced to train our force to the level we committed to the Army and the Nation. Out forces will enter the Available Force Pool for utilization at “T2” level of readiness, training for decisive action operations, and with battalion and brigade headquarters trained in all mission command skills.

We balance all this by adhering to priorities set by the needs of the Total Force, Combatant Commands and the Nation.

The sequester has had the biggest impact on the Army Reserves due to the second and third order effects of cancelled training for Active component units into which Army Reserve forces were integrated. Key cancelled training includes:

- 6 × Combat Training Center Rotations effecting 1,537 soldiers.
- 2 × Major Functional Exercises effecting 2,058 soldiers.
- Reduced 2013 ODT requirements effecting 429 soldiers.

It is crucial that the Army Reserve continue to be resourced as an Operational Reserve to continue to provide critical life-saving and life-sustaining capability to all services and components.

Question. I understand that the Army is conducting a force structure assessment and is on track to reduce Active Duty end strength to 490,000 personnel by 2017. I also understand they will be looking to reduce force structure by at least 8 Active Duty brigade combat teams. Considering the Guard and Reserve provide considerable support to the Active component, what impact will these reductions have on Guard and Reserve force make-up?

Answer. It is important to note that as brigades are being reduced, their capability is being increased by moving from two to three battalions so the reduction in combat capabilities is not as dramatic. Also, Army Reserve enabler capabilities are not tied directly to the number of brigades but to the size of the overall force so reductions are not expected to be proportional to the brigades. As the Active component draws down, the Army can mitigate risk by leveraging those Army Reserve capabilities that we can make ready to meet required early deployment timelines and by providing depth to the war fight. In addition, there are two primary ways of retaining critical capabilities and institutional knowledge; migrating critical capabilities from the Active component to the Army Reserve and/or migrating personnel—particularly in the key mid-grade officer and Non-Commissioned Officer (NCO) ranks—from the Active component to the Army Reserve.

The Army Reserve has a successful track record from Iraq in providing medical, civil affairs, engineer, logistics, signal and other theater functional commands, multicompo units and functional and multifunctional enabler capabilities to meet early deploying wartime requirements. These unique capabilities are easier to train and keep ready than complex combat capabilities and many leverage civilian transferable skills.

A great challenge of any drawdown is the loss of institutional knowledge at the critical mid-grades that are needed to expand the Army during times of need. This risk can be mitigated by attracting a large percentage of mid-grade officers and NCOs to drilling Reserve status upon completion of their Active Duty commitments in a continuum of service/soldier for life concept. This can be accomplished by contract and/or incentive. This could also be a powerful tool for future Investment and Regeneration when our Nation asks us—the Army—to grow our force.

When we combine the various risk mitigation techniques that I’ve just described, we optimize the force structure available to our Nation while we leverage all the hard gained lessons of the past decade of war at a significantly reduced cost.

QUESTIONS SUBMITTED BY SENATOR DANIEL COATS

Question. What opportunities exist to enhance the partnership between the U.S. Army Reserve and the Crane Army Ammunition Activity in Crane, Indiana?

Answer. There already exist partnerships between the USAR and the Crane Army Ammunition Activity (CAAA), for example:

1. There currently exists an Army Reserve ammunition platoon (3rd PLT/221st Ordnance Company) located at the Naval Support Activity in Crane.
2. GOLDEN CARGO is a logistics-based exercise designed to provide transportation and ordnance units with realistic training while supporting Joint Munitions

Command and ammunition depots. Objectives are to transport large volumes of ammunition between depots, perform maintenance, surveillance, re-warehousing, inventory and storage of ammunition within depots. This exercise links CAAA with the other ammunition activities around the nation over a two week period. This exercise is held annually, but due to sequestration this year, it was cancelled.

In regards to opportunities for enhancing these existing relationships, this could be garnered through increased use of CAAA and other like type facilities in providing individual and collective training to ammunition MOS Soldiers and units in the Army Reserve and National Guard. Training should focus on re-enforcing basic skill sets such as accountability, safe handling, and blocking/bracing for shipment to name a few. This training would serve as building blocks leading to successful execution of annual training events such as Warrior Exercises (WAREX) and Combat Support Training Exercises (CSTX) around the United States and in some cases overseas (Puerto Rico).

Question. What are the advantages and disadvantages of locating an Army Reserve Center at Naval Support Activity Crane in Crane, Indiana?

Answer. Advantages: With a large civilian workforce within the ordnance field and its close proximity to the Louisville and Indianapolis metropolitan areas, the Naval Support Activity (NSA) Crane can, and currently does, provide ample opportunities for training that increase the readiness of Army Reserve (AR) and Army National Guard units and individuals. Examples of training opportunities for Soldiers include:

1. Proper handling of ammunition during loading and unloading operations using material handling equipment such as forklifts and cranes.
2. Rail Operations for ammunition movement, storage, and distribution to customers.
3. Military Police (MP) force protection operations during ammunition missions.
4. Engineer (vertical/horizontal) construction projects for new roads, magazine loading docks, as well as rail to road conversions.

There is also an opportunity to capitalize on synergies between activities at NSA Crane such as Crane Army Ammunition Activity (CAAA) and Naval Surface Warfare Center (NSWC) and the Joint Training Centers at Camp Atterbury and Muscatatuck. These facilities are located within one and a half hour from NSA Crane and provide ranges for weapons qualification, Improvised Explosives Device (IED) defeat training, anti armor and grenade training, indirect fire, and mounted gunnery for monthly drilling reservists and Annual Training. Currently an AR unit (3rd PLT, 221st Ordnance Company (Ammo)) is located at NSA Crane utilizing a 3,500 square foot facility. Initial assessments indicate sufficient available space residing on NSA Crane for an Army Reserve Center. Additionally NSA Crane provides a secure location and relatively easy access to major highways. Lastly, NSA Crane already supports major exercises such as Golden Cargo which links NSA Crane with seven other ammunition activities around the nation over a 2-week period.

Disadvantages: None at this initial stage.

The Force Management Stationing Assessment remains unchanged. We do not disagree that the CAAA offers critical skill training opportunities to AR soldiers and perhaps some of that capability could be accessed in an Annual Training environment. Even by her admission the CAAA has provided training opportunities for "projects during AT & weekend drills." The problem lies in their desire to have units proximate to the facility to establish a habitual relationship. We recruit and man AR units from the local market area. A survey of the Crane, Indiana area shows poor demographic supportability to establish successful AR units in the area. Even the metropolitan areas of Indianapolis, Louisville and Evansville are outside the optimal commuting distance for lower Skill Level Soldiers that are more than likely to find units to join in their home cities. The CAAA Commander's assessment of their ability to provide training opportunities to our MP Forces does not comport with the skill sets found in our MP Command. Offers for an Army Reserve Military Police unit to support Law Enforcement and other police operations on the installation, while well intended, does not show an understanding of how our MP units are trained and employed.

While we agree there maybe training opportunities for our logistics forces during short duration exercises; we cannot agree to overturn what has been a very extensive market analysis of this area. Bottom-Line—permanently stationing AR units near the ammo depot would create significant challenges for the long term sustainment of AR units.

QUESTIONS SUBMITTED TO VICE ADMIRAL ROBIN R. BRAUN

QUESTIONS SUBMITTED BY SENATOR RICHARD J. DURBIN

Question. As budgets and Active Duty end strength both come down in the coming years, what capabilities and functions could be more cost-effectively absorbed by the Guard and Reserves in the event the Nation needs them in a future conflict?

Answer. Navy leadership continuously reviews the proper mix of Active component and Reserve component personnel and equipment for all capabilities and functions. Some areas that receive the most scrutiny during these reviews include: Unmanned Airborne Systems, Cyber, SURGEMAIN/maintenance detachments, Expeditionary Warfare, Ballistic Missile Defense, EOD Technical Exploitation, Security, and LCS mission modules.

Question. As we continue to withdraw forces from Afghanistan and draw down Active Duty end strength, will the Guard and Reserve be able to capitalize on excess Active Duty equipment or the massive investment in equipment procured over the last decade to train and equip forces for fighting the wars in Iraq and Afghanistan?

Answer. The Navy Reserve equipment shortfalls are published in table 8 of the fiscal year 2014 National Guard and Reserve Equipment Report. The Navy Reserve is not aware of any excess equipment available as a result of draw downs in Iraq and Afghanistan. The Navy Reserve will continue to utilize National Guard and Reserve Equipment Appropriation (NGREA) funding for mission essential equipment supporting training and operational requirements.

Question. Outreach efforts such as the Yellow Ribbon Reintegration Program are particularly important for guardsmen and reservists and their families who are geographically dispersed across the country. How important and effective is this program for the Guard and Reserve? Are there areas where assistance is still lacking?

Answer. The Yellow Ribbon Reintegration Program (YRRP) is invaluable to Navy Reserve Sailors. When Reserve component sailors deploy, many times as individual augmentees, they take leave from full-time civilian careers and their families may not be familiar with or accustomed to the challenges of deployment. This makes our deployment support to Reserve sailors and their families different than the support provided to Active component sailors who deploy as a unit.

Pre-deployment training includes a Deployment Readiness Training (DRT) event to provide awareness of available resources throughout the deployment cycle. During deployment the Command Individual Augmentation Coordinator (CIAC) and Ombudsman ensure that servicemembers and families receive the support they need. The post-deployment process includes a Returning Warrior Workshop (RWW) forum to assist sailors in a seamless transition back to their civilian and family life. Although not a mandatory event for returned deployers, Navy leadership highly encourages sailors to take advantage of this opportunity to engage with reintegration specialists and other returned sailors.

In fiscal year 2012, 84 percent of deployed Navy Reserve Sailors rated pre-deployment training as beneficial. Sixty-eight percent of family members were satisfied with the communication and family support provided during deployment. Fifty-one percent of returning Navy Reserve Sailors chose to attend a RWW and 87 percent of attendees rated the program as beneficial to their reintegration following redeployment.

The Navy does not require any additional authority to continue improving YRRP events in our efforts to provide maximum benefit to returning sailors and their families.

Question. Are family support programs fully funded in the fiscal year 2014 budget request? From your perspective, are there programs that could be improved?

Answer. Navy family support programs are fully funded in the fiscal year 2014 budget request. Navy Reserve coordinates with all appropriate stakeholders to ensure that Navy family support programs meet the needs of our sailors and their families.

Question. U.S. Cyber Command is planning a significant expansion of its force structure, and the Guard and Reserve are well positioned for this buildup as some servicemembers already hold information technology positions in their private sector jobs.

What role will the Guard and Reserve play in support of the build-up in personnel at U.S. Cyber Command?

Answer. For the U.S. Navy, Fleet Cyber Command (FCC)/U.S. TENTH Fleet (C10F) has a current concept of operations and planning (subject to final Commander's decision) calling for the use of approximately 700 Reserve billets/personnel in support of the cyber mission. This number includes the planned addition of approximately 370 new Reserve component (RC) billets over 5 fiscal years commencing

in fiscal year 2014 and running through fiscal year 2018; and re-tasking approximately 330 existing Reserve billets to focus on cyber. In a similar manner to traditional Reserves utilization, Reserve personnel will man Reserve Direct Support Teams and Reserve Cyber Protection Platoons. The individual makeup of the teams is designed to meet Active Duty augmentation and surge requirements. As the teams mature and requirements are further refined, this number may move up or down.

The Information Dominance Corps Reserve Command (IDCRC) will also assist FCC to mitigate short-term Active-Duty manning gaps on a case-by-case basis using one of the established Navy manpower policies/practices: definite recall, indefinite recall, or Active Duty for Operational Support (ADOS).

Additionally, IDCRC will work closely with U.S. Cyber Command as it develops its National Guard and Title 10 Reserve force integration framework.

Question. What cyber missions do you believe the Guard and Reserve are most well-suited to fill?

Answer. Navy Reserve component end-strength is currently programmed to support Defensive Cyberspace Operations; Command, Control, Communications, Computers, Combat Systems and Intelligence analysis; Computer Network Operations; and planning in support of U.S. Cyber Command. In addition, the RC will support FCC in executing the Navy Cyber Security Inspection and Compliance Program.

Question. How is the Guard analyzing and (if applicable) planning to ensure geographic diversity in its units in order to have Guard assets aligned with critical infrastructure and technology hubs nationwide, as well as aligned with the best personnel pools in the civilian population in order to recruit talented cyber-warriors into the Guard and Reserve?

Answer. The Navy does not have title 32 Guard personnel; therefore this response is focused on the title 10 Navy Reserve personnel. Navy Information Dominance Corps Reserve forces drill with their respective supported commands (Navy or Joint), in a Navy owned and operated facility, or in one of the Joint Reserve Intelligence Centers (JRIC). The IDCRC provides management and oversight of eight Navy-hosted JRICs as part of the larger Joint Reserve Intelligence Program run by the Defense Intelligence Agency. In 2012, IDCRC units drilled in 21 of the 26 JRIC sites across the country as well as in Navy facilities, extending geographic diversity and the opportunity for Navy RC personnel to support intelligence and cyber missions across the United States.

QUESTION SUBMITTED BY SENATOR THAD COCHRAN

Question. In testimony, each of you expressed the need to maintain a level of investment that supports your component's ability to function as an Operational Reserve. Would each of you share with the committee how you plan to prioritize and to balance your component's resources to support your strategic and operational roles?

Answer. CNO set his tenets as Warfighting First, Operate Forward, and Be Ready. Navy leadership is committed to ensuring proper force structure and readiness to accomplish those objectives. This includes continued operational use of the Reserve both in structured units and as individual augmentees in addition to the use of the Reserve in a traditional strategic role.

The Navy equips and resources both the Reserve component and the Active component. Providing Reserve Sailors with the appropriate training and readiness to meet the required mission is our highest priority. The Navy Reserve is an active participant in that programming and budgeting process. Additionally, the Navy Reserve's portion of the National Guard and Reserve Equipment Appropriation (NGREA) remains critical to the Navy Reserve's ability to procure the proper equipment to fulfill requirements in both the operational and the strategic roles.

The Navy will structure its Total Force and prioritize resources to provide necessary readiness levels to Reserve units and sailors that will be operating forward in support of Joint and Fleet requirements.

QUESTIONS SUBMITTED BY SENATOR DANIEL COATS

Question. How can the Navy Reserve enhance its relationship with the 10 official U.S. Navy museums located around the country as well as the Naval History & Heritage Command in Washington, DC?

Answer. The Naval History and Heritage Command (NHHC) already has a dedicated Reserve unit, Navy Combat Documentation Detachment 206, assigned to support. This unit has 57 total Reserve billets (47 officers and 10 enlisted).

The mission of the Reserve Detachment assigned to NHHC is to support the command in Washington, DC at the Navy Yard headquarters. In 2012, the number one priority for Reserve support was to the Navy Archives and Commemorations branches in support of the 200th Anniversary of the War of 1812 activities. These efforts consumed 100 percent of discretionary support.

In January of 2013 NHHC Reserve support began to transition from HQ support to field support at the official Navy museums. The Great Lakes Naval Museum in Chicago will serve as a pilot project for this effort and planning is underway to utilize Reserve sailors based at Washington Navy Yard as well as Reserve sailors located in the Great Lakes area to assist in meeting the museums' individual missions. This effort will begin in earnest during the summer of 2013 with lessons learned finalized by the end of calendar year 2013. Upon completion, a plan of actions and milestones will be created to implement Reserve support to the remaining museums in priority order beginning in calendar year 2014.

Detachment 206 also oversees the Navy's Fleet Historian program. The Navy is the only armed service that does not have Active Duty historians assigned to major commands. This is a 100 percent Navy Reserve manned mission.

Additionally, NHHC routinely requests and utilizes Active Duty for Special Work (ADSW) reservists for a wide range of tasks, including Information Technology support and support to nationwide events such as the planned commemorations for World War II, the Korean War and the Vietnam War. As NHHC mission grows in size, scope and responsibility, further support requirements will be determined and requested of the Reserve as needed. VADM Braun visited NHHC in the spring of 2013 and offered her support to meet NHHC's mission.

Question. How can the Navy Reserve enhance its relationship with NSWC Crane? What criteria would need to be met for NSA Crane to be considered as a site for a Navy Operational Support Center?

Answer. The Navy Reserve maintains a constructive relationship with NSWC Crane, and stands ready to assist in evaluating future possible Navy Reserve requirements to support NSWC Crane. Throughout the Department of Navy, staffing structure (Active, Reserve, or civilian) is based on requirements/priorities and available resources. While NSWC Crane is focused on supporting/sustaining Navy and Joint warfare needs, the nature of the mission and work at NSWC Crane predominantly requires a highly specialized civilian workforce with a diverse range of technical skills to execute its engineering, acquisition and technical support mission. NSA Crane also utilizes a 23 member Naval Security Force Reserve unit, supported by NOSC Indianapolis.

NOSC location is determined based on many factors, to include: Navy Reserve presence in all 50 States; Reserve population location/concentration; proximity to other NOSC's; and location of potential supported commands. NOSC Indianapolis and NOSC Louisville, Kentucky are both located within 100 miles of NSA Crane and together meet the Navy's requirements for Navy Operational Support Centers in that area. For NSA Crane to be considered as a future NOSC site there would need to be a new requirement for a Reserve facility (e.g. degraded material condition of current facilities, significant Selected Reserve population change) that cannot be met with the current NOSC laydown.

Question. Is there any plans for navy reservists to man ships like they did in the 1980s when *Perry*-class frigates were manned by reservists?

Answer. There are no current plans for Navy Reserve Sailors to man ships in similar numbers as when the Navy Reserve was a primary manpower source for *Oliver Hazard Perry*-class frigates.

QUESTIONS SUBMITTED TO LIEUTENANT GENERAL STEVEN A. HUMMER

QUESTIONS SUBMITTED BY SENATOR RICHARD J. DURBIN

Question. As budgets and Active Duty end strength both come down in the coming years, what capabilities and functions could be more cost-effectively absorbed by the Guard and Reserves in the event the Nation needs them in a future conflict?

Answer. As outlined in our Marine Forces Reserve Vision and Strategy 2012–2017 guide, the Marine Corps Reserve will plan, prepare, and provide a mixture of capabilities to source future crisis response, combatant commander, and service requirements. With this strategic goal in mind, we will implement a future force structure that maximizes integration with the Total Force and balances capabilities with fiscal limitations, personnel recruitment, training opportunities, and the Reserves' distributed geographic footprint.

Marine Forces Reserve provides options to Active component leaders and combatant commanders, from being ready for immediate use in support of disaster relief to providing strategic depth through sustained augmentation for major contingency operations. Marine Forces Reserve is proactively aligned and seamlessly integrated with the Active component and is composed of well-equipped, highly trained, and competent professionals. Dependable, flexible, and capable across the range of military operations, Marine Forces Reserve is the essential shock absorber for the Active component in the ambiguous global environment that we face in the future.

Question. As we continue to withdraw forces from Afghanistan and draw down Active Duty end strength, will the Guard and Reserve be able to capitalize on excess Active Duty equipment or the massive investment in equipment procured over the last decade to train and equip forces for fighting the wars in Iraq and Afghanistan?

Answer. We anticipate the withdrawal of Forces from Afghanistan and the draw down in Active Duty end strength will have little to no overall impact on future Reserve materiel readiness, as Marine Forces Reserve has already aggressively sought to address materiel shortfalls.

Since 2011, the Marine Corps has followed a quarterly enterprise equipment sourcing process whereby principle end items are “pushed” vice “pulled” to the units with validated equipment deficiencies across the Marine Corps in accordance with the Commandant’s equipping priorities. This equipment sourcing process has been extremely effective in increasing materiel readiness and training opportunities across Marine Forces Reserve units as approximately 7,800 principal end items have been “pushed” to Marine Forces Reserve to fill necessary shortfalls.

Additionally, the National Guard and Reserve Equipment Appropriation (NGREA) continues to be an important element of the Marine Corps’ ability to modernize and equip the Reserve component. NGREA provides maximum interoperability and balance between the Active and Reserve components. As articulated in our fiscal year 2014 National Guard and Reserve Equipment Report, NGREA funding remains a significant force multiplier for Marine Forces Reserve by enabling the Marine Corps to balance requirements from a Total Force perspective.

Question. Outreach efforts such as the Yellow Ribbon Reintegration Program are particularly important for guardsmen and reservists and their families who are geographically dispersed across the country. How important and effective is this program for the Guard and Reserve? Are there areas where assistance is still lacking?

Answer. Yellow Ribbon has been incorporated into the Marine Corps’ overall Family Readiness Program as one of the many tools available to our units in ensuring our marines, sailors, and family members are well equipped to deal with the many challenges facing them as they balance between their military and civilian lives. The current Yellow Ribbon funding level supports the mission requirements of the Marine Corps.

While the Yellow Ribbon Program is a valuable tool in addressing deployment issues, it is geared towards deployment-specific support. The challenges that our Reserve members and families face are more complex than addressing deployments only, and the Family Readiness Program fills the critical support gap. Commanding Officers and their Family Readiness Officers (FROs) stand ready to identify the needs and trends within our units, as well as possessing the ability, through training and community relations, to identify the appropriate resource partner and assistance as necessary.

Question. Are family support programs fully funded in the fiscal year 2014 budget request? From your perspective, are there programs that could be improved?

Answer. The fiscal year 2014 President’s budget request ensures that the Marine Corps’ Family Support Programs for the Marine Corps Reserve meet all mission-critical needs despite an era of constrained resources. The Family Support Program is focused on sustaining and enhancing essential programs that support the health, welfare, and morale of our marines and their families. Given the geographic dispersion of our Reserve marines and families, we constantly assess the changing needs of our marines and families in order to ensure their needs are met and our marines are ready for the challenges of their civilian and military lives.

Question. U.S. Cyber Command is planning a significant expansion of its force structure, and the Guard and Reserve are well positioned for this buildup as some servicemembers already hold information technology positions in their private sector jobs.

What role will the Guard and Reserve play in support of the build-up in personnel at U.S. Cyber Command?

Answer. Marine Forces Reserve currently supports both U.S. Cyber Command and Marine Forces Cyber Command with Individual Mobilized Augmentees (IMAs). The Marines that are identified for these billets are uniquely qualified for this new mission by drawing on their diverse backgrounds in the civilian technology sector.

Currently, three Marines support U.S. Cyber Command IMA billets. Additionally, 24 mobilized Reservists support Marine Forces Cyber Command, and an additional 26 Reserve Marines drill in support of Marine Forces Cyber Command.

Question. What cyber missions do you believe the Guard and Reserve are most well-suited to fill?

Answer. Marines in the Communications military occupational specialties (MOSs) are active participants in the computer network defend (CND) mission area. However, no corresponding specialty exists within either the Communication or the Intelligence occupational fields that directly correspond with the cyber missions.

Question. How is the Guard analyzing and (if applicable) planning to ensure geographic diversity in its units in order to have Guard assets aligned with critical infrastructure and technology hubs nationwide, as well as aligned with the best personnel pools in the civilian population in order to recruit talented cyber-warriors into the Guard and Reserve?

Answer. Currently, Intelligence Support Battalion, which is resident across 27 detachments at 18 sites in 12 States, facilitates the affiliation of interested marines. It serves as the Reserve element best suited to support Cyber Command requests for support. To date, nearly 30 marines, possessing associated civilian jobs and unique skill sets, have been provided in support of U.S. and Marine Forces Cyber Commands.

QUESTIONS SUBMITTED BY SENATOR THAD COCHRAN

Question. In testimony, each of you expressed the need to maintain a level of investment that supports your component's ability to function as an Operational Reserve. Would each of you share with the committee how you plan to prioritize and to balance your component's resources to support your strategic and operational roles?

Answer. Marine Forces Reserve's highest priority is readiness, and we will continue to invest the necessary resources to maintain our operational role and high state of readiness. Given that every reservist cannot be simultaneously activated and mobilized and that private sector occupations and families influence the regularity with which reservists are available to participate, we will continue to use Reserve drill time and annual training to maintain and improve readiness. We will use innovative training opportunities, maintain our equipment, and take full advantage of opportunities to develop our Marines, our sailors, and our units. We want to preserve as much readiness and combat expertise obtained over the past decade of combat operations.

To support both our strategic and operational roles, Marine Forces Reserve, in concert with the Active Duty Marine Corps, develops a 5-year training and readiness construct, which assigns units to future combatant commander, joint, and service requirements. Using this construct, force requirements are translated into resource requirements that inform budgetary development in future years.

By balancing resources in order to maintain and improve readiness across the Force, Marine Forces Reserve is an augmentation, reinforcement, and sustainment insurance policy that provides a necessary shock absorber as requirements are assigned.

Question. Would you please share with the committee how the Marine Corps' Force Structure Review will shape the Marine Corps Reserve? How will this impact your equipment readiness or planned rotation schedule?

Answer. The 2010 Marine Corps Force Structure Review (FSR) is the culmination of a comprehensive effort to rebalance the war fighting capabilities of the Total Force in the face of an ever-changing and uncertain dynamic strategic landscape. Meeting the needs of the Marine Corps Total Force required significant changes in the Active component/Reserve component (AC/RC) capability mix of our tactical war-fighting units. These service-wide adjustments will posture the Marine Corps Reserve to continue to be responsive, scalable, and relevant in the defense of our Nation.

Last year, I assured this subcommittee that Marine Forces Reserve is wholly aligned to work with any personnel affected by the FSR to locate a suitable job opportunity following the restructuring. Accordingly, in July 2012, I directed the deployment of Personnel Transition Teams (PTTs) to targeted sites that were affected by the FSR in order to expedite the transition process and reduce the normal friction experienced with changing units or re-classification of a primary military occupational specialty. These integrated, cross-organizational PTTs enabled us to keep faith with our Reservists by maximizing existing manpower through re-classification

and reassignment while streamlining the approval process for lateral moves and reenlistments.

Marine Forces Reserve was able to make these structural changes without any significant impact on equipment readiness or any changes to planned equipment rotation schedules. Any changes to equipment tables of allowances were resolved by internal distribution or through planned acquisitions identified in the current budgetary cycle.

QUESTION SUBMITTED BY SENATOR DANIEL COATS

Question. Have you considered Naval Support Activity Crane as a robust site in which the U.S. Marine Corps Reserve could reduce sustainment costs?

Answer. The Marine Corps Reserve has units located at four sites in the State of Indiana: Terre Haute, Indianapolis, South Bend, and Grissom Air Reserve Base (ARB). Facilities at all four locations currently meet the needs of the units assigned there, and the area's demographics adequately support our recruiting and retention requirements. For these reasons, no requirement exists to seek additional facilities within the State. If requirements change, Naval Support Activity Crane, as well as all other Federal and State installations, would be considered as potential sites for relocation.

QUESTIONS SUBMITTED TO LIEUTENANT GENERAL JAMES F. JACKSON

QUESTIONS SUBMITTED BY SENATOR RICHARD J. DURBIN

Question. As budgets and Active Duty end strength both come down in the coming years, what capabilities and functions could be more cost-effectively absorbed by the Guard and Reserves in the event the Nation needs them in a future conflict?

Answer. One of the benefits of having the Reserve and Guard is that you can retain the investment costs incurred by personnel serving on Active Duty and temper it with the experience of people who have been doing the same mission year after year. Therefore, there should not be any mission that couldn't be done in the Reserve or Guard. Additionally, the Reserve has the majority of forces in a few missions, specifically Aerial Spray, Weather Reconnaissance, and Aeromedical Evacuation. As the National Military Strategy evolves, the Reserve stands ready and willing to accept additional missions from the Active Duty as well as any new emerging missions where the AF Reserve can contribute.

Recent work by the Reserve Forces Policy Board (RFPB) on cost methodology, "Eliminating Major Gaps in DOD Data on the Fully-Burdened and Life-Cycle Cost of Military Personnel: Cost Elements Should be Mandated by Policy" helps us better understand true military manpower costs. Findings indicate the cost of an RC servicemember, when not activated, is less than one-third that of their AC counterpart. RFPB analysis of fiscal year 2013 budget request indicates RC per capita cost ranges from 22–33 percent of their AC counterparts' per capita costs, depending on which cost elements are included.

When considering the "life-cycle cost" of an airman who begins in Active Duty and transitions to the Reserve component, it appears that any sustained mission set could be considered.

The Reserve, constituted by Citizen Airmen, have a unique capability to "carry-over" their civilian skill set into their Reserve position, allowing the AF Reserve to leverage their civilian expertise, especially those in career fields that require constant refresher training or evolving skills in their industry, i.e. cyber, communications, medical, and ISR.

Question. As we continue to withdraw forces from Afghanistan and draw down Active Duty end strength, will the Guard and Reserve be able to capitalize on excess Active Duty equipment or the massive investment in equipment procured over the last decade to train and equip forces for fighting the wars in Iraq and Afghanistan?

Answer. The majority of equipment purchased for Iraq and Afghanistan was bought in support of the Army. However, the equipment purchased in support of the Air Force was bought due to assigned items being in disrepair. With the support of Congress, the Air Force Reserve continues to fund much of its equipment and modernization efforts with National Guard and Reserve Equipment Account funding. These efforts enable the Reserve to continue to be relevant in today's fight and provide combat-ready forces for the combatant commanders.

Question. Outreach efforts such as the Yellow Ribbon Reintegration Program are particularly important for guardsmen and reservists and their families who are geo-

graphically dispersed across the country. How important and effective is this program for the Guard and Reserve? Are there areas where assistance is still lacking?

Answer. The Yellow Ribbon Reintegration Program (YRRP) and Transition Assistance Program (TAP) are very important and effective for the Air Force Reserve. Reservists often do not have ready access to the same support network as the Active Component force. The challenges are significant and can include geographic isolation, disparate access to military family support groups, and unemployment for returning reservists. Having the ability to fund attendance of our dispersed members and their families or designated representatives at targeted events not only assists in family/social reintegration but serves as tremendous education as well. With the expected redeployment of a significant number of Reserve component servicemembers in fiscal year 2014, the need for reintegration programs continue to be a high priority. In many respects, reunion and reintegration activities are just the beginning, as the medium and long term effects of the past decade's numerous deployments start to surface.

The YRRP has an immediate and direct impact on morale, retention, and resilience. Still too many of our Reservists do not know or take advantage of the benefits they have for serving their country. Collaboration efforts with Sister Service Components to share lessons learned and capitalize on efficiencies are currently ongoing. This joint collaboration has led to Service Component YRRP events which have increased outreach efforts to members who were geographically dispersed across the country. Although the YRRP is in its fifth year of existence, issues regarding scheduling of events during UTA versus non-UTA weekends, contract limitations, and funding still persist. Diminished overseas contingency operations funding may impact future years' activities as the Air Force Reserve attempts to incorporate program requirements into baseline budget.

Question. Are family support programs fully funded in the fiscal year 2014 budget request? From your perspective, are there programs that could be improved?

Answer. Our Warfighter and Family Service programs encompass both the Transition Assistance Program (TAP) and the Yellow Ribbon Reintegration program. For fiscal year 2014, the budget increased significantly to accommodate the TAP requirements of the VOW to Hire Heroes Act and Veterans' Employment Initiative. It's estimated that an additional \$1.3 million may be required but as of now we are on track to execute as mandated.

Currently, the Air Force Reserve has 10 stand-alone bases that have an Airman and Family Readiness Center (A&FRC) but unlike Active Duty A&FRCs, the Air Force Reserve centers only have a staff of 1–2 people. In an effort to provide a more robust Airman and Family Readiness capability for supported populations at Guard and Reserve locations, the Air Force Reserve Command is conducting a manpower study of Force Support Squadrons and A&FRC to potentially increase manning. An increase in full-time manning may be required to meet increased expectations and to deliver a full spectrum of military family readiness support services. Reserve A&FRCs initially stood up as a response to Operation Desert Storm. Since then, Air Force Reserve operational requirements have significantly increased requiring an evolution of family support services. The manpower study is expected to be completed in fiscal year 2014.

The YRRP has traditionally been funded through overseas contingency operations funds. Diminished overseas contingency operations funding may impact future years' activities as Air Force Reserve attempts to incorporate program requirements into baseline budget. The Air Force Reserve Command estimates that the fiscal year 2014 budget is close to what was requested and additional funds may still be submitted as unfunded requests if it is required.

Question. U.S. Cyber Command is planning a significant expansion of its force structure, and the Guard and Reserve are well positioned for this buildup as some servicemembers already hold information technology positions in their private sector jobs.

What role will the Guard and Reserve play in support of the build-up in personnel at U.S. Cyber Command?

Answer. The Air Force Reserve is investigating opportunities to program forces in support of U.S. Cyber Command. Over the last 3 years, the Air Force Reserve has programmed almost 300 new positions in support of emerging cyber requirements. The Air Force Reserve is extremely interested in investing additional manpower to support U.S. Cyber Command missions. However, due to budget constraints, an increase in Air Force Reserve manpower of approximately 300 more positions would be required in the near term in order to support additional cyber missions.

Question. What cyber missions do you believe the Guard and Reserve are most well-suited to fill?

Answer. The Air Force Reserve is currently working with Air Force Space Command as the Core Function Lead Integrator and force provider to match Reserve personnel with Air Force requirements. Currently the Air Force Reserve believes the missions of Cyberspace Vulnerability Assessment, Cyberspace ISR and Offensive Cyberspace Operations are well suited for the Air Force Reserve. These missions require a high level of experience that are best suited to Air Force Reserve's strengths of retaining highly skilled personnel, low turn-over as well as allowing members to leverage their civilian experience.

Question. How is the Guard analyzing and (if applicable) planning to ensure geographic diversity in its units in order to have Guard assets aligned with critical infrastructure and technology hubs nationwide, as well as aligned with the best personnel pools in the civilian population in order to recruit talented cyber-warriors into the Guard and Reserve?

Answer. While Cyberspace missions are an extremely good fit for the Air Force Reserve, in order to ensure success for Air Force Reserve Total Force Initiatives, new units must be thoroughly vetted. This process considers multiple factors including the ability to recruit required technical skills and available support and required infrastructure. It is important to highlight the title 10 authority that the Air Force Reserve is governed by. Being a title 10 force, the Air Force Reserve has a much easier time transferring across state lines as Citizen Airmen's civilian positions transfer within industry. Being a title 10 force provides much needed flexibility in enabling the Reserve to carry established specialty and well-trained personnel to new geographic locations.

QUESTION SUBMITTED BY SENATOR THAD COCHRAN

Question. In testimony, each of you expressed the need to maintain a level of investment that supports your component's ability to function as an Operational Reserve. Would each of you share with the committee how you plan to prioritize and to balance your component's resources to support your strategic and operational roles?

Answer. A level of investment that supports readiness is our number one priority. This level of investment is achieved via three avenues. One avenue is the use of NGREA (National Guard and Reserve Equipment Account) funding to address our modernization challenges. The second avenue is the Reserve Personnel Appropriation (RPA) authority to fund training in a post-OCO environment. The third and final avenue is O&M funding to support peacetime training operations including flying hours, depot maintenance, Unit Training Assembly lodging costs, and IT expenses just to name a few. The Air Force Reserve receives its modernization funding through two primary sources: The Air Force Budget and NGREA. Together, these sources ensure the viability of the Operational Reserve through funding capabilities like defensive systems, communications and data links, and precision engagement equipment. The mission of the Air Force Reserve is to provide mission capable forces when called upon, replenishing modernization, RPA, and key O&M readiness accounts to ensure the component can meet both its Operational Reserve and Strategic Reserve roles and is critical for sustainable success in the future.

SUBCOMMITTEE RECESS

Senator DURBIN. The Defense Subcommittee will reconvene on Wednesday, April 24 at 10 a.m., to receive testimony from the Navy and Marine Corps.

And unless I hear Senator Leahy, and I don't, the subcommittee stands in recess.

[Whereupon, at 10:23 a.m., Wednesday, April 17, 2013, the subcommittee was recessed, to reconvene subject to the call of the Chair.]